The Soldier's Blue Book



The Guide for Initial Entry Training Soldiers

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The Blue Book

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Blue Book History

You are now a SOLDIER in the United States Army! By becoming a part of our team, you honor those who have served before you. You have committed yourself to the protection and preservation of the Constitution of the United States and the ideals of our nation. Based on time-honored traditions, you will begin training to meet the highest standards in anticipation of joining one of the many units that makeup the United States Army.

Throughout military history, the United States Army has exhibited unwavering courage, self-discipline, and advanced military training. For centuries, Army Soldiers just like you have served and fought bravely for America, protecting their Families and friends from enemies, and defending the ideals of our nation. Starting out from humble beginnings in our quest for freedom, we have become the most powerful Army in the world. But we are an Army made up of individuals, and the strength of each one of us contributes to the strength of the whole. We gain more strength from training, and the basis for our training stems from a past deeply rooted in determination and adaptability.


REGULATIONS
Order and Discipline
TROOPS
PART I.
PHILADELPHIA:

From 1775 until Valley Forge, American forces were brave, but disorganized citizens fighting against highly trained and organized British Soldiers. To win the Revolutionary War, General George Washington's men needed better training, discipline, and esprit de corps.

Seeking a solution, General Washington tasked Baron von Steuben with transforming the large group of hungry and exhausted men at Valley Forge into a disciplined fighting force. In the harsh Pennsylvania winter, Baron von Steuben instructed a company of future leaders in basic military movements and tactical skills; those individuals were the predecessors of our Drill Sergeants! He developed that cadre until they could –in turn—train the entire Revolutionary Army in the art of basic military maneuvers. Through their perseverance and sense of duty, these dedicated troops practiced to the highest

standards. As a result, Washington's men fought skillfully in battle and truly embodied a professional army. By 1783, America had won its independence.

Training to standard and gaining the inner strength to adapt and overcome adversity became the theme for our Army's training model. Baron von Steuben, by then the Army Inspector General, wrote the *Regulations for the Order and Discipline of the Troops of the United States*—now commonly referred to as the Blue Book—as an instructional guide for future generations. This book consists, as our modern version does now, of detailed training procedures, the standards of military conduct, and the fundamentals every Soldier needs to ensure he or she is successful in battle.

Use this version of the "Blue Book" through Initial Entry Training and in future assignments. Just as Soldiers before you trained for excellence, this book will help you to read, learn, and train to Army standards.

Chapter 1: Army Transition

Definition of a Soldier

Who Am I?

You are a Soldier! By standing and taking the Oath of Enlistment, you and other recruits became Soldiers in the United States Army. As long as you have the skill, capability, courage, and determination to improve yourself daily, and defend our nation and its values, you are a Soldier.



Soldiers are highly dedicated, uniformed members of the U.S. Army who stand ready to defend the United States against its enemies. They strive to live by and uphold the highest moral standards at all times. Soldiers defend the Constitution and obey the lawful orders of their superiors.

As a new Soldier, these guidelines will help you develop into a member of our team and become an asset to the Army.

Soldiers need to be mentally, physically, spiritually, and emotionally prepared for war. In an Army which is currently fighting extremism manifested by acts of terror, all Soldiers must be at a constant state of readiness and vigilance. Our responsibility is to protect liberty and defend our fellow citizens and the United States of America. To do so, Soldiers must always be ready—physically, mentally, and emotionally prepared—to deploy and engage our nation's enemies.

Soldiers must be experts in all types of skills and abilities; these all evolve from our Warrior Tasks and Battle Drills. These skills require self-confidence, adaptability, physical strength, and mental capacity. By mastering your critical combat skills and basic Soldier skills, you gain the courage and confidence to react quickly and win in battle.

Soldiers should always be in good health, and they must maintain physical readiness to handle the vigorous demands of Army training. Proper diet and good exercise make Soldiers stronger. Physical strength contributes to agility in combatives, rifle marksmanship, and field exercises. Overall, healthy Soldiers train harder, fight better, and excel in accomplishing any mission assigned.

With modern technology aiding in the fight against the enemy, Soldiers must also operate the advanced technology found in the 21st Century Army. The range of weapon systems and mechanized equipment used in Army operations requires technically savvy Soldiers. Mastering various types of modern equipment, Soldiers also become highly adaptive thinkers, capable of solving problems in any situation.

Discipline is an important characteristic found in Soldiers. The Army appoints leaders who are then given tasks to keep our country safe and uphold the Constitution of the United States. Accordingly, Soldiers must always respect those leaders, accept their guidance and directives, and obey the orders from those appointed over them for the Army to accomplish its mission!

In the Army, you will become stronger than you ever imagined. Focus on the present and accomplish the mission at hand—train hard, adapt quickly, maintain discipline, and serve honorably. In turn, you will grow as a Soldier, and the U.S. Army and your leaders will always support you.

Ch 1 Army Culture

Being a Soldier means conducting yourself at all times so as to bring credit upon you and the nation—this is at the core of our Army culture. Our Army is a unique society. We have military customs, time-honored traditions, and values that represent years of Army history. Our leaders conduct operations in accordance with laws and principles set by the U.S. Government, and those laws together with Army traditions and Values require honorable behavior and the highest level of individual moral character. Our community is rich in various cultures, backgrounds, and education. United we defend life, liberty, and the pursuit of happiness.

Where Do I Fit In?

While serving your country as a proud member of the Army team, you are a part of a culture that lives up to a higher standard.

Adhering to this higher standard will help you live by the Law of Land Warfare and live under the Uniform Code of Military Justice (UCMJ). Both of these documents state the rules and principles you must follow during war and peace; they are the foundation for military law and the way we conduct ourselves as Soldiers during conflict and peacetime.

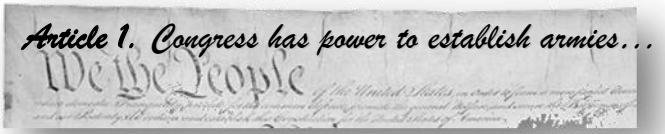
Additionally, the moral and ethical beliefs found in the Constitution, in the Declaration of Independence, and in our Army Values (Ch. 2) characterize the Army's highly professional nature and unique lifestyle. These values and rights are at the forefront of who we are as Soldiers and what we stand for as members of the Army.

The Army has a unique esprit de corps. We work, train, and fight beside each other in the tireless effort to protect the American people and preserve our way of life. Through war and peace, the Army is a professional organization—a Family. The Army is committed to ethical leadership and the well-being of Soldiers and their Families.

As a new Soldier, you must quickly adapt to your new life, and you must attempt to succeed in every aspect of your training. Embodying the values, customs, and traditions of our Army will truly change you for the better.

We are the "strength of the nation."

The impressive history of our modern Army contains remarkable stories and a proud legacy. Struggles, operations, campaigns, and ground tactical battles mark our path of success, and all of these include accounts of professionalism, duty, and honor by the Soldiers who served before you. Whether promoting peace and democracy throughout the world, building and strengthening an ever-expanding nation, assisting others in the fight against tyranny, or combating terrorism at home or abroad, the Army has stood ready to fight, protect, build, and liberate. In any situation, regardless of the mission, we have always adapted to the nation's requirements.



The First Line of Defense

The Army was founded before our nation gained its independence and has since been the critical force in defending our country. In 1775, our Army fought in the Revolutionary War. Soldiers were fighting on the battlefield for the very freedom our forefathers would later proclaim in the Declaration of Independence and in the U.S. Constitution. To win independence, courageous leaders like George Washington led the American resistance against British tyranny and persecution.

From Lexington to Trenton, bloody battles proved Americans were fearless warriors, but the British Army was a determined foe. Valley Forge was the turning point for the Revolution. In the brisk Pennsylvania winter, an Army of citizens was transformed into an organization of professional Soldiers. Through their allegiance in a time of desperation and their ability to adapt in adverse conditions, the Army's way of training and fighting changed forever.

By 1789, the Army had helped to win our independence and would help support the new constitutional government. Although originally intended to assist the local units known as militias, the Soldiers known as "regulars" ultimately played a crucial role in both the War of 1812 and the Mexican-American War.

Throughout this period, the Army also helped our nation expand and grow. Soldiers and their leaders built roads, bridges, and forts to defend settlers. As the

nation grew, our Army played a variety of roles beyond fighting. Soldiers provided the support for citizens and helped them overcome trials, suffering, and disaster. That tradition of service—beyond warfighting—is still a key element of what we do as Soldiers.

The Civil War

In 1861, the Army was split as our nation fought for survival. The Civil War— a conflict that pitted brother against brother—was fought to determine if this experiment in democracy and federalism would succeed or fail. The Union forces fought those of the Confederacy in various battles on our nation's soil. Both sides fought with immense passion for their cause and suffered great losses. The Union was victorious, preserving the ideals in our Constitution. On each side, Soldiers fought bravely for what they believed in. At Appomattox Courthouse, General Grant saluted Lee's Army even as they offered their surrender, showing respect to those who had recently been the nation's enemies in a way that is only seen in the most professional of military organizations. A key ingredient of our profession has always been to respect our foe during combat and when the battles are over.



In the Spanish-American War, the Army was reorganized and revived. For the first time, it became a small expeditionary force. These changes, which transformed our Army for this conflict, helped prepare our country to fight in World War I. During the Great War, our Soldiers were part of a large international strategic force, helping to restore peace and democracy threatened by tyranny in Europe.

War struck again in the 1940s when Nazi Germany imposed totalitarian repression on Europe. Then, Japan attacked Pearl Harbor. The men and women of the U.S. Army were part of a large force that boldly entered a global effort to eradicate tyranny once again.

From the liberation of Europe to Victory in the Pacific in 1945, American forces fought with courage to liberate the oppressed and preserve freedom for the world. Following the fall of the Nazis and the subsequent surrender of the Japanese, the Army again drew down.

The Cold War

But Soldiers saw action as new threats emerged. The Cold War was a time of international tension between the Western World and communist regimes. The first significant armed conflict of the Cold War occurred in Korea. In 1950, the political conflict between North Korea and South Korea escalated into open

warfare when the North Korean Communist forces invaded the South. A rapid counter-offensive by the United States and the United Nations repelled the North Koreans past the 38th parallel, eventually subduing the communist invasion.

Then in the 1960s and 70s, the U.S. Army fought communist guerillas and regular forces from North Vietnam in a conflict in Southeast Asia. Substantial combat U.S. forces entered South Vietnam in 1965 and worked to strengthen South Vietnamese forces. After an aggressive counterinsurgency campaign, the U.S. military withdrew in 1973 after a negotiated settlement that eventually collapsed in 1975.

After a standoff with Soviet and Warsaw Pact forces for over 50 years, the "Iron Curtain" and the Berlin Wall fell in 1989, ending the Cold War. The nation—and the Army—hoped for a new era of peace even as there were increasing indicators of future conflict. Just a year after the re-unification of Europe, the Army was called again to fight on foreign shores. This time, Soldiers made up the bulk of the forces that fought a tyrannical dictator first in Panama and then in Southwest Asia.

The Conflict Ahead

In the early 1990s, the Army conducted Operations Just Cause and Desert Storm, defeating two different forces and liberating oppressed countries in Central America and in the Gulf of Arabia in what were both considered historic campaigns that clearly demonstrated U.S military capabilities. After these victories, the Armed Forces continued supporting American vital interests by protecting several nations across the world in the 1990s.



In 2001, the devastating attacks of 9/11 brought a new war— an era of global warfare against extremists who use tactics of terrorism. Our Army first deployed to Afghanistan and then Iraq. Since the beginning of the 21st century, we have been fighting aggressive counterinsurgencies against those who threaten our way of life while still maintaining the ability to conduct full spectrum operations. American Soldiers continue to stand as an enduring symbol of commitment in a time of persistent conflict.

The American Army must always be ready to answer our nation's call. Even now, while in the midst of fighting two wars, we strive to support our allies, rebuild nations, and maintain international and regional stability. We are the "strength of the nation."

Initial Entry Training (IET)
You are now a part of the Army Team. During your Initial Entry Training, you will undergo a vigorous series of events introducing you to the exciting life of a Soldier. The process begins at reception, continues in Basic Combat Training (BCT) or One-Station-Unit-Training (OSUT), proceeds through Advanced Individual Training (AIT), and continues when you reach your first duty assignment as a strong and capable Soldier. IET transforms you from a civilian into a well-trained Soldier who is highly competent in tactical and technical skills, is physically fit, and embodies Army Values. Then, you are prepared to contribute as a member of a team!

There are two types of IET programs in the Army. The first program is where recruits go through basic combat training for ten weeks and then proceed to a different school for Advanced Individual Training to learn a specific Army job.



The second program, One-Station-Unit-Training, is basic training and job training combined into one demanding course.

What Can I Expect?
In IET, you enter a world like no other. You will be repeatedly tested, again and again, until you graduate. Then, you can exclaim "I am an American Soldier!"

Soldierization is an extensive five-phase training program in IET. In a supervised environment, Soldiers experience unmatched combat-focused training that challenges them physically and mentally. IET Soldiers model the actions, behaviors, and Values exhibited by their highly trained Drill Sergeants and AIT Platoon Sergeants.

Each of the five phases of IET is essential. Identified by colors, each phase signifies a specific turning point in becoming a Soldier. The "Red," "White," and "Blue" phases are part of basic combat training and the BCT portion of OSUT. The "Black" and "Gold" phases are part of AIT and the latter part of OSUT.

During the “Red” phase, Soldiers begin training and participating in field exercises while learning the importance of teamwork. In the “White” phase, Soldiers learn new skills that help develop their confidence to become a strong member of the Army team. The “Blue” phase continues reinforcing these basic combat skills where cadre focus on evaluating the Soldiers’ ability to demonstrate BCT tasks in a field environment. In AIT and the final phases of OSUT, Soldiers receive hands-on training and field instruction to make them experts in a specific career field during the “Black” and “Gold” phases.

Also, professional leaders who represent Army Values act as trainers, leaders, and mentors for Soldiers. These cadre members are noncommissioned officers (NCOs), and they provide an example of an ideal Soldier. Cadre offer positive reinforcement as IET Soldiers push themselves beyond what they thought they could ever do, advancing through each phase and successfully moving toward graduation and on to their future unit assignments.

By the end of IET, every Soldier will—

- Understand, accept, and prepare to live by the Army Values and Warrior Ethos.
- Comply with Army traditions, customs/courtesies, and fundamental Soldier skills and responsibilities.
- Possess self-discipline; be adaptable and flexible.
- Be capable of identifying and solving problems appropriate to his or her position and responsibility.
- Be willing to support the mission and team with fellow Soldiers.
- Be able to operate effectively under stress and in tough field conditions.
- Be proud of and committed to the Army and the new profession of “Soldiering.”
- Be physically, emotionally, spiritually, and mentally fit and resilient.
- Be proficient in his or her Warrior Tasks and Battle Drills and job-related technical skills.

Ch 1 BCT Soldier Requirements

Basic Combat Training builds character, instills discipline and Army Values, improves physical conditioning, and teaches required skills. All of these contribute to the development of individual characteristics that will someday contribute to the strength of a team.

What Will I Learn?

You will develop the ability and strength to believe in yourself; you will learn the skills that will help you contribute to mission accomplishment.



Tasks like the required weapons immersion program promote self-accountability. Tactical foot marches encourage high physical readiness and endurance. Handling live grenades instills your self-confidence and mental agility. Obstacle courses increase your problem-solving skills and your ability to become an adaptive thinker. The Army's combatives training, Physical Readiness Training, and Warrior Tasks and Battle Drills (WTBDs) prepare you and other Soldiers for the physical, mental, and emotional requirements associated with tactical combat!

These tasks—and many others—will improve your level of proficiency and develop your character. As a BCT Soldier, you will be successfully—

- Completing the Army Physical Fitness Test (APFT).
 - Scoring at least 50 points in each event
- Participating in the weapons immersion program.
 - Safely handle and provide the proper maintenance to your weapon
- Qualifying with your individual weapon.
- Completing obstacle and confidence courses.

- Completing combatives training.
- Throwing two live hand grenades.
- Completing the protective mask confidence exercise.
- Completing all tactical foot marches.



- Completing the tactical field training and field training exercises (FTXs).
- Demonstrating proficiency in Warrior Tasks and Battle Drills.
- Completing combat lifesaver certification.





What is LDRSHIP?
LDRSHIP stands for the seven Army Values—Loyal, Duty, Respect, Selfless Service, Honor, Integrity, and Personal Courage. These Army Values are taught in your initial training and reinforced throughout your Army career. Soldiers live these Values in everything they do. Whether on or off-duty, you must do your best to demonstrate ***LDRSHIP****!*

Loyalty, **D**uty, **R**espect, **S**elfless Service, **H**onor, **I**ntegrity, and **P**ersonal Courage represent what we believe in as Soldiers. Values provide guidance and help us live in accordance to what we believe as Soldiers.

As an exemplary Soldier, SFC Paul Smith lived up to the Army Values. He was a leader, and his life was a testimony to the values we all believe in. His actions in Iraq in 2003 showed extreme Personal Courage, and for that act of heroism, he was awarded the Medal of Honor. When we read about what he accomplished, it is obvious that he lived all the Army Values.

SMITH, PAUL RAY
Sergeant First Class, U.S. Army
Company B, 11th Engineer Battalion, 3d Infantry Division, 3d Infantry Division
Place and Date of Action: Baghdad, Iraq, 2003



Sergeant First Class Paul R. Smith distinguished himself by acts of gallantry and intrepidity above and beyond the call of duty in action with an armed enemy near Baghdad International Airport, Baghdad, Iraq on 4 April 2003. On that day, Sergeant First Class Smith was engaged in the construction of a prisoner of war holding area when his Task Force was violently attacked by a company-sized enemy force. Realizing the vulnerability of over 100 fellow Soldiers, Sergeant First Class Smith quickly organized a hasty defense consisting of two platoons of Soldiers, one Bradley Fighting Vehicle, and three armored personnel carriers. As the fight developed, Sergeant First Class Smith braved hostile enemy fire to personally engage the enemy with hand grenades and anti-tank weapons, and organized the evacuation of three wounded Soldiers from an armored personnel carrier struck by a rocket propelled grenade and a 60mm mortar round. Fearing the enemy would overrun their defenses, Sergeant First Class Smith moved under withering enemy fire to man a .50 caliber

machine gun mounted on a damaged armored personnel carrier. In total disregard for his own life, he maintained his exposed position in order to engage the attacking enemy force. During this action, he was mortally wounded. His courageous actions helped defeat the enemy attack, and resulted in as many as 50 enemy Soldiers killed, while allowing the safe withdrawal of numerous wounded Soldiers. Sergeant First Class Smith's extraordinary heroism and uncommon valor are in keeping with the highest traditions of the military service.

LOYALTY: Bear true faith and allegiance to the U.S. Constitution, the Army, your unit, and other Soldiers. Bearing true faith and allegiance is a matter of believing in and dedicating yourself to the United States of America and the U.S. Army. A loyal Soldier is one who supports his or her leader and stands up for fellow Soldiers. By wearing the uniform of the U.S. Army you are expressing your loyalty to the Nation and your fellow Soldiers.



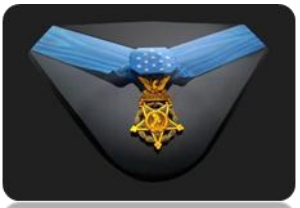
DUTY: Fulfill your obligations. Doing your duty means carrying out your assigned tasks and being able to accomplish tasks as part of a team. Duty also requires you to work hard every day to be a better Soldier. Everyone in our Army contributes to the mission if they do their duty.

RESPECT: Treat people as they should be treated. In the Soldier's Rules, we pledge to "treat others with dignity and respect while expecting others to do the same." Respect allows us to appreciate the best in other people. Respect is trusting that all people have done their jobs and fulfilled their duty. Self-respect is also a vital ingredient and is a result from knowing you have put forth your best effort. The Army is one team, and all contribute best when they are treated with respect.



SELFLESS SERVICE: Put the welfare of the Nation, the Army, and your subordinates before your own. In serving your country, you are doing your duty loyally without thought of recognition, reward or personal comfort. Selfless service is the commitment of each team member to go a little further, endure a little longer, and look a little closer to see how he or she can add to the team effort without thought of personal gain.

HONOR: Live up to Army Values. Honor is a matter of carrying out, acting, and living the values of respect, duty, loyalty, selfless service, integrity, and personal courage in everything you do. It is always doing what you know is right even when no one is looking.



INTEGRITY: Do what's right, legally and morally. Integrity is a quality you develop by adhering to moral principles. Once lost, it is the hardest to recover. It requires that you do and say nothing that deceives others. As your integrity strengthens, so does the trust others place in you. Trust is one of the most important things in our profession. The more choices you make based on integrity, the more this highly prized value will characterize your relationships with Family and friends, and finally, define you as a person and a Soldier.

PERSONAL COURAGE: Face and overcome fear, danger or adversity (physical or moral). Personal courage has long been associated with our Army. Courage is a matter of enduring physical duress and at times risking personal safety. Facing fear or adversity may require continuing forward on the right path, especially if taking those actions is not popular with others. You can build your personal courage by daily standing up for and acting upon the things that you know are right.



Ch 2 Soldier's Creed & Warrior Ethos

What is it?
The Soldier's Creed addresses the high set of principles for Soldiers to emulate.

The Soldier's Creed captures the essence of what it means to be a Soldier. The Warrior Ethos—a part of the Soldier's Creed—specifically applies to how we think about actions in our professional lives. The Soldier's Creed defines who we are as individuals and members of a team.

Soldier's Creed

I am an American Soldier.

I am a Warrior and a member of a team.

I serve the people of the United States and live the Army Values.

I will always place the mission first.

I will never accept defeat.

I will never quit.

I will never leave a fallen comrade.

Warrior Ethos

I am disciplined, physically and mentally tough, trained, and proficient in my warrior tasks and drills.

I always maintain my arms, my equipment, and myself.

I am an expert and I am a professional.

I stand ready to deploy, engage, and destroy the enemies of the United States of America in close combat.

I am a guardian of freedom and the American way of life.

I am an American Soldier.

The Warrior Ethos—within the Soldier's Creed—describes a Soldier's selfless commitment to the nation, the mission, and fellow Soldiers.

All Soldiers are warriors—prepared, trained and fully equipped for war. Soldiers destroy the enemy in close combat, resolve conflict, and then restore the peace. They are also part of a team, bound to each other by integrity and trust.



As Soldiers, you will always be under some level of physical and mental stress, regardless of your rank or specialty. Living by the Soldier's Creed and Warrior Ethos provides the inner strength and motivation you need to continue performing your duty and executing your mission.

Ch 2 Soldier's Rules

As a Soldier, you represent the people of the United States. You are required to know and abide by the Law of War. Even when deployed in a foreign land, we must faithfully obey the laws of our nation and the International Courts. The Law of War refers to the humane treatment of all during wartime. Soldiers must follow the Law of War rules, which are summarized as "Soldier's Rules."

Soldier's Rules

- Soldiers fight only enemy combatants.
- Soldiers do not harm enemies who surrender; they disarm them and turn them over to their superiors.
- Soldiers do not kill or torture enemy prisoners of war.
- Soldiers collect and care for the wounded, whether friend or foe; they treat all human remains with respect.
- Soldiers do not attack medical personnel, facilities, or equipment.

- Soldiers destroy no more than the mission requires.
- Soldiers treat civilians humanely and with respect.
- Soldiers do not steal.
- Soldiers respect private property and possessions.
- Soldiers should do their best to prevent violations of the Law of War.
- Soldiers report all violations of the Law of War to their superiors.

The Buddy System

Work with your peers to accomplish goals; adopt the highest standards set by your unit. As a Soldier, you train and fight alongside fellow Soldiers as part of a team.

Soldiers rely on one another to stay motivated and reach peak performance. Although required in Initial Military Training, Soldiers will form natural bonds with their fellow Soldiers as part of Army culture. To contribute to this team spirit, we live by the buddy system. A buddy team is usually defined as two Soldiers in the same unit who look after each other at all times.



By getting to know other Soldiers on a professional and personal level, you learn how to improve yourself and encourage others. Working together, you and your battle buddy learn initiative, responsibility, trust, and dependability.

In IET, same-gender Soldiers are placed in buddy teams. With the requirement to excel in Army training, some Soldiers need more positive reinforcement than others. For that reason, you may also be paired based on your strengths, so you and your buddy can complement each other's weaknesses.

Buddies are responsible for:

- Never leaving their buddy alone.
- Keeping their buddy safe and free from harm.
- Knowing the whereabouts of their buddy at all times.
- Passing on information to their buddy.
- Encouraging their buddy to train harder and do better.

- Helping their buddy solve problems.
- Assisting their buddy in living Army Values.
- Informing Cadre of any changes in their buddy's behavior.

The buddy system builds relationships within a team. Throughout your Army career, you will gain lasting friendships that will encourage self-improvement and aid in career development. In the end, the most rewarding part of the buddy system is making *every* Soldier your buddy; for any one of them could help you accomplish your mission or save your life in combat.

Ch 3 Phased Training



What Will I Learn?
Discover your inner strength and the ability to succeed. Grow stronger everyday and train to be better than you ever imagined!

Being a Soldier is challenging, but it is also rewarding. As new Soldiers, you are constantly learning new skills in an intense five-phase program.

Phased Training is the demanding and progressing tasks of the fives phases IET Soldiers must excel in to become strong, effective assets of the Army. Identified by colors, the "Red," "White," and "Blue" phases represent Basic Combat Training and the BCT portion of OSUT. The "Black" and "Gold" phases represent AIT.

The advancement through each phase is a major "stepping stone" in your life, because each stage repeatedly tests and pushes you to be your best. You must demonstrate combat skills and strong character development through challenging training exercises in a supervised environment all while exhibiting Army Values!

Ch 3 A Drill Sergeant's Role

Drill Sergeants are highly educated, qualified noncommissioned officers and the primary instructors in IET. They embody Army Values and are dedicated to training Soldiers to be strong defenders of the U.S. Army. Drill Sergeants lead by example.



Professional Leaders

As leaders, Drill Sergeants demand the best. They demonstrate and evaluate the skills you will hone to complete BCT. They inspire you to reach your peak performance through every training event. Drill Sergeants also act as your role models, providing positive examples for you and other Soldiers.

Skilled Instructors

Through positive reinforcement, Drill Sergeants teach you the critical skills needed to be a strong Soldier. These professional leaders will inspire you to reach your potential, challenge you to conquer your fears, and encourage you to embrace the Army culture. Drill sergeants will take you and other Soldiers step-by-step through the entire training process, refining your mental and physical performance in initial Army training. Under their supervision, you become a strong, tactically and technically proficient Soldier.

Dedicated Supervisors

Along with training you to Army standards, Drill Sergeants—with the assistance of your battle buddy—are also accountable for your whereabouts and overall well-being. They ensure you are mentally and physically healthy to handle the vigorous demands of the Army. Maintaining personnel training records, enforcing the buddy system, and knowing you and other Soldiers as individuals allow Drill Sergeants to train you to become a critical member of a team.

These highly qualified leaders help you reach success in BCT and future career assignments. You will always remember the name of your Drill Sergeant!

Ch 3 Phase I - RED

By excelling in each phase, you become a strong dynamic Soldier.



The Army conducts training to ensure every Soldier is physically and mentally prepared for war. The first phase of IET covers weeks 1-3 and is a supervised environment where professional leadership begins transforming you into a Soldier.

You will begin learning about the Army culture, all of which is critically associated with being a Soldier—Army Values, Warrior Ethos, and Army customs. In BCT or OSUT, your cadre will train you and other Soldiers in basic combat skills, good teamwork, and intense physical training (PT). Specific goals in Phase I (Red phase) are:

- Paying strict attention to detail.
- Following established standards.
- Beginning to work effectively as a team member.
- Familiarizing yourself on basic Soldier skills.
- Learning Army Values.
- Maintaining individual and platoon areas.
- Beginning physical development, consistent with time in training.
- Showing the capability to operate effectively in a stressful environment.

Ch 3 Phase II - WHITE

The second phase is more physically demanding than the first.



Phase II comprises weeks 4-6 of IET. You will concentrate heavily on basic combat skills with special emphasis on basic rifle marksmanship (BRM) and advanced rifle marksmanship (ARM).

This phase of training builds on the basic Soldier skills you have already learned and develops you through the vigor of foot marches, the precision of BRM, and the negotiation of obstacle courses. Additional IET goals include:

- Displaying self-discipline.
- Continuing physical development.
- Further understanding and applying Army Values.
- Qualifying with the M16A2 rifle or assigned weapon.
- Continuing to develop the capability to work as a team member.
- Conducting Combat Field Fire.

Ch 3 Phase III - BLUE

When you rise to the Army challenge, you earn the respect of the nation and the right to wear the coveted black beret.



Phase III is the last and most challenging phase in BCT. It includes Phase III of OSUT and covers weeks 7-10 of Initial Entry Training. The "Blue" phase immerses you into realistic tactical training to strengthen your self-discipline, develops your field craft, and helps you improve your ability to analyze and adapt to a variety of situations.

The phase concludes with a Field Training Exercise (FTX) that challenges you to negotiate real-life combat situations using all the critical Soldier skills learned in BCT. As a victorious ending to BCT or the BCT portion of OSUT, you will engage in a "rite of passage" ceremony marking your transformation as a Soldier. Goals for Phase III include:

- Completing the record APFT.
 - Scoring at least 50 points in each event and continuing to improve.
- Completing all BCT requirements.
- Demonstrating the ability to think, look, and act like a Soldier without detailed supervision.
- Demonstrating knowledge of Army Values, Warrior Ethos, history, and traditions.
- Demonstrating proficiency in Warrior Tasks and Battle Drills.
- Mastering all other basic Soldier skills.

AIT Soldier Requirements

AIT incorporates job-related training with advanced combat training as the final stage of your initial military training. By excelling in a specific Army field as you continue to broaden your knowledge, increase your personal fitness, and strengthen your skills in Warrior Tasks and Battle Drills and other Soldier skills, you learn critical tasks needed to help your Army branch support our nation's mission at home and abroad.

What Will I Learn?

While the emphasis in AIT and the latter phases of OSUT are on the skills critical to your particular Military Occupational Specialty (MOS), there is no limit to the opportunities in the Army, so there is no limit to what you can learn and achieve. The Army strengthens you by providing you with expert training in one of the military specialties that makeup our powerful force.

You will learn all you need to perform your Army job in AIT and the latter phases of OSUT. Through hands-on training and field instruction, you will leave this phase of your training ready to become a valuable part of the Army team. At one of the diverse AIT schools, you will receive the best training and learn the latest field technology as you begin your quest to become an expert in your specific career field. The discipline and work ethic you gain will help you excel in your chosen MOS and in life.



Because advanced individual training consists of many different career fields, the major requirements of AIT vary depending on your military occupational specialty. But there are general goals IET Soldiers must complete.

To graduate from advanced individual training, you must work effectively as a team member, complete complex MOS technical training, advance in Soldier skills, pass the APFT with 60 points in each event, and pass all AIT requirements for your MOS. During your final Field Training Exercise, you and other Soldiers will undergo a series of challenging events, exposing you to the

rigors of duty performance during field operations. You must demonstrate your ability to use your MOS skills and basic Soldier skills in stressful situations while maintaining good discipline and demonstrating Army Values.

Ch 4 Phase IV- Black and V- Gold

Army training means all Soldiers are ready for any mission, any obstacle, anytime.

What Will I Learn?

OSUT will help you learn to handle stress by immersing you into a vigorous training regimen that constantly strengthens your mind and body, so you can develop the intestinal fortitude to conduct Army combat operations. You will also receive the best simulated on-the-job tactical and technical training geared to make you highly effective at your Army specialty.

Military police, armor crewmen, and infantrymen are all unique career paths and specialties where Soldiers go through OSUT with a common goal—to reinforce their strong basic Soldier skills and Army ethics.

Phase IV and V of IET are the AIT portion of OSUT. You will receive reinforcement training on Army Values and teamwork as well as an introduction to the time-honored traditions, history, and heritage of your Army branch. In the latter phases of OSUT, an emphasis on developing MOS skills will further refine your Soldier skills and successfully prepare you for your career as a Soldier.

Phase IV- BLACK

The "Black" phase is the first phase of comprehensive job training during weeks 10-13 of OSUT and specific periods during AIT in other MOSs. Reinforcement in basic combat skills and Army Values will refine your moral character and help you master basic Soldier skills. MOS familiarization will begin to develop your skills in your Army specialty through hands-on training in the tasks and modern technology of your career field.



Phase V- GOLD

The "Gold" phase is the final and most progressive stage that covers weeks 14-20 of OSUT and the longer periods associated with specific MOSs. During

Phase V, you will apply the knowledge and experience you have gained from basic combat training and your dynamic MOS tasks in a simulated environment equal to an operational unit. You will be constantly evaluated on how quickly and efficiently you solve problems and negotiate obstacles while overcoming stressful situations. You must also pass the APFT with 60 points in each event.

The phase ends with a tactical FTX where you will demonstrate your ability to integrate WTBDs and specialty training in an intense field exercise. The goal of Phase V is to reinforce BCT skills and MOS training, so you will be highly capable of performing your job at your future unit and in combat.



Ch 4 Drill Sergeants and AIT PSGs

What is the Difference between DSs and AIT PSGs?

The difference between Drill Sergeants and AIT Platoon Sergeants is the environment in which they train you. Your basic combat training experience will be highly supervised by Drill Sergeants as you are encouraged and evaluated on your ability to reach the highest Army standards. During AIT, your training environment changes to one that best prepares you for your first unit of assignment. You will learn MOS skills and additional Soldier skills in an atmosphere geared to prepare you for your role in an important, tactical Army unit.

The roles of Drill Sergeants and AIT Platoon Sergeants are comparable even though they train Soldiers during different phases of IET. Drill Sergeants transform new recruits into Soldiers; they are the first leaders to train you and transform you into a Soldier of moral character with strong mental and physical strength. AIT Platoon Sergeants train Soldiers to become proficient at their Army job and



prepare them for their transition to their first assignment. Then, AIT Platoon Sergeants become the critical cadre in transitioning you into a technically and more tactically skilled Soldier in accordance with your Army branch and specialty. They also prepare you for being supervised by the NCOs at your first unit of assignment.

AIT Platoon Sergeants provide the necessary instruction for you to contribute as a combatant and technical specialist at your unit on the first day of assignment. These leaders mold you into competent members of a team and are by your side as you learn valuable lessons during intense, specialty training and become a highly proficient Soldier.

Whether they are Drill Sergeants or AIT Platoon Sergeants, both leaders are dedicated to your development as a Soldier. They are highly qualified noncommissioned officers charged with preparing you for your first unit of assignment.

Ch 4 Preparation for First Duty Assignment

Where Will I Serve?

Our Army is engaged in full spectrum operations around the world. As a Soldier, you may find yourself conducting peacekeeping, homeland security, or counterinsurgency operations. You may also find yourself stationed in Alaska, Japan, Germany, Afghanistan, Iraq or at a post somewhere in the Continental United States. That is because our presence is needed around the world to defend citizens, preserve liberties, and fight for freedom.

How Can I Prepare?

The best way to prepare for your first duty assignment is by training hard and learning all you can during your initial Army training. Becoming highly proficient in basic combat training and specialized skills in AIT will serve you well when confronted with the demands of garrison life and challenges in full spectrum operations. Maintaining your discipline, further internalizing the Army Values, and continually challenging yourself to improve physically and mentally will help you prepare for your first duty assignment. The training you are receiving right now is getting you ready for the challenges



you will meet in your first unit, as you join a new team and establish a new group of "battle buddies."
In IET, you will engage in unique and varied training to prepare you for life as a Soldier. The training strategy used in our Army is constantly changing to meet the conditions of today and tomorrow's operational environments. Therefore, we continue to develop innovative approaches in training to ensure you and other Soldiers are highly confident and prepared to adapt to a full range of operations anywhere in the world.

Your first assignment will be even more challenging and rewarding as your IET experience, but only if you prepare for more responsibility and remain flexible enough to handle the ever-changing environment associated with Army life and the emerging missions you will receive. Always have faith that your Army leaders will provide you with the knowledge, training, values, and physical development you need to succeed wherever you go.

When permissible, search online for your new duty assignment at **Army One Stop** for helpful relocation information; learn about your future unit, the post, and housing availability for you and your Family—*https://onestop.army.mil.*

Active Army and Reserve Component

The U.S. Army maintains two parts: the Active Army and the Reserve Component (RC). The Active Army consists of Soldiers who are on full-time active duty. The RC consists of the Army National Guard (ARNG) and the U.S. Army Reserve (USAR). The RC receives military training and is ready to be called to active duty as necessary.

Army Unit Organization

Army units are organized in several ways, but the following example is typical:

a. The squad is the smallest unit, consisting of eight to 10 Soldiers.

b. The platoon includes the platoon leader, platoon sergeant, and two or more squads.

c. The company includes the company commander, first sergeant, and two or more platoons.

d. The battalion includes the battalion commander, his or her staff and headquarters, the command sergeant major, and approximately 3-5 companies.

e. The brigade is now modular and a task force of two to five regiments or battalions. It includes the brigade commander, command sergeant major, and a headquarters.

f. The division includes three maneuver (armor or infantry) brigades, as well as several combat support and service support brigades or battalions. As shown in Table1-1 there are currently 10 active divisions, each commanded by a major general (two-stars).

Division Name	Location
1st Infantry Division	Ft. Riley, KS
2nd Infantry Division	Korea
3rd Infantry Division	Ft. Stewart, Georgia (HQ)
4th Infantry Division	Ft. Carson, CO
10th Mountain Division	Ft. Drum, New York
25th Infantry Division	Schofield Barracks, Hawaii
82nd Airborne Division	Ft. Bragg, North Carolina
101st Airborne Division	Ft. Campbell, Kentucky

1st Armored Division	Ft. Bliss, TX
1st Cavalry Division	Ft. Hood, Texas

Table 1-1. Active U.S. Army Divisions

g. Organizations higher than the division include major Army commands, Corps, Army, and in times of war, the theater.

Chain of Command

Your chain of command is responsible for your training, discipline, and overall welfare. It includes your first-line supervisor (the NCO directly over you), your company, battalion, brigade, and division commanders, to the civilians charged with authorizing Army actions, all the way up to our Commander-in-Chief, the President of the United States.

As Soldiers, knowing the leaders appointed over you is important in maintaining order and discipline in the succession of Army command. Fill in the names of the leaders in your chain of command and memorize their names and positions.

My Chain of Command

Position	Name
Company Commander	
Battalion Commander	
Brigade Commander	
Division/ Post Commander	
Army Service Component CDR	
The Army Chief of Staff	
Secretary of the Army	
Secretary of Defense	
President of the United States	

Your noncommissioned officer support channel is just as important to know as your chain of command. Your squad leader, platoon sergeant (PSG), first sergeant (1SG), and command sergeant major (CSM) play a vital role in your development as a strong Soldier.

Fill in the names of your NCO leaders and memorize their names and positions.

My NCO Support Channel

Position	Name
Squad Leader/ Team Leader	
Platoon Sergeant	
First Sergeant	
Battalion CSM	
Brigade CSM	
Division/ Installation CSM	
Sergeant Major of the Army	

Oath of Enlistment

The Oath of Enlistment is the vow Soldiers make to support and defend the American way of life. By standing and taking the Oath of Enlistment, you became a United States Soldier and a defender of freedom. Since General George Washington led the Continental Army, all Soldiers have since affirmed their commitment to serve our country by taking the oath. Each phrase describes what you as a Soldier promise to do. When you recite the oath, you promise to support and defend the Constitution and the U.S against all enemies, from both foreigners and those who may reside in our country; you also declare your loyalty to the United States and promise to obey orders given by your superiors according to Army regulations and the UCMJ.

Oath of Enlistment
I, (state your name), do solemnly swear (or affirm) that I will support and defend the Constitution of the United States against all enemies, foreign and domestic; that I will bear true faith and allegiance to the same; and that I will obey the orders of the President of the United States and the orders of the officers appointed over me, according to regulations and the Uniform Code of Military Justice. So help me God.

Code of Conduct

The Code of Conduct is our Army guide for how all Soldiers must conduct themselves if captured by the enemy. The Code of Conduct, in six brief Articles, addresses the intense situations and decisions that, to some degree, all military service members could encounter. It contains the critical information for U.S. prisoners of war (POWs) to survive honorably while faithfully resisting the enemy's efforts of exploitation.

The Code of Conduct

I. I am an American, fighting in the forces which guard my country and our way of life. I am prepared to give my life in their defense.

II. I will never surrender of my own free will. If in command, I will never surrender the members of my command while they still have the means to resist.

III. If I am captured, I will continue to resist by all means available. I will make every effort to escape and aid others to escape. I will accept neither parole nor special favors from the enemy.

IV. If I become a prisoner of war, I will keep faith with my fellow prisoners. I will give no information or take part in any action, which might be harmful to my comrades. If I am senior, I will take command. If not, I will obey the lawful orders of those appointed over me and will back them up in every way.

V. When questioned, should I become a prisoner of war, I am required to give name, rank, service number, and date of birth. I will evade answering further questions to the utmost of my ability. I will make no oral or written statements disloyal to my country and its allies or harmful to their cause.

VI. I will never forget that I am an American, fighting for freedom, responsible for my actions, and dedicated to the principles which made my country free. I will trust in my God and in the United States of America.

Pledge of Allegiance

The Pledge of Allegiance to the United States is our pledge of loyalty to the flag and to the United States of America. Originally composed by Francis Bellamy in

1892, the pledge has been modified over the years to further reflect our true faith and allegiance to our great country.

In accordance with Army Regulation 600-25, the Pledge of Allegiance should be rendered by standing at attention and facing the flag with the right hand over the heart when in civilian attire (whether indoors or outside). Soldiers in uniform should remain silent, face the flag, and render the military salute when outside. When indoors, Soldiers should remain silent, and face the flag at the position of attention.

Pledge of Allegiance
I pledge allegiance to the Flag of the United States of America, and to the Republic for which it stands: one nation under God, indivisible, with liberty and justice for all.

National Anthem

Written by Francis Scott Key in 1814, the Star Spangled Banner was played at military occasions ordered by President Woodrow Wilson in 1916, but was not designated as our national anthem by an Act of Congress until 1931. The Star Spangled Banner is the timeless rendition of our sacred American Flag and country's patriotic spirit.

The Star Spangled Banner
Oh, say, can you see, by the dawn's early light,
What so proudly we hailed at the twilight's last gleaming?
Whose broad stripes and bright stars, thro' the perilous fight'
O'er the ramparts we watched, were so gallantly streaming.
And the rockets red glare, the bombs bursting in air,
Gave proof through the night that our flag was still there.
Oh, say, does that star-spangled banner yet wave
O'er the land of the free and the home of the brave?

On the shore dimly seen, thro' the mists of the deep,
Where the foe's haughty host in dread silence reposes,
What is that which the breeze, o'er the towering steep,
As it fitfully blows, half conceals, half discloses?
Now it catches the gleam of the morning's first beam,
In full glory reflected, now shines on the stream;
'Tis the star-spangled banner: oh, long may it wave
O'er the land of the free and the home of the brave.

And where is that band who so vauntingly swore
That the havoc of war and the battle's confusion

A home and a country should leave us no more?
Their blood has wash'd out their foul footstep's pollution.
No refuge could save the hireling and slave
From the terror of flight or the gloom of the grave,
And the star-spangled banner in triumph doth wave
O'er the land of the free and the home of the brave.

Oh, thus be it ever when free men shall stand,
Between their loved homes and the war's desolation;
Blest with vict'ry and peace, may the heav'n-rescued land
Praise the Power that has made and preserved us as a nation.
Then conquer we must, when our cause is just,
And this be our motto: "In God is our trust";
And the star-spangled banner in triumph shall wave
O'er the land of the free and the home of the brave.

Declaration of Independence (extract)

The United States Declaration of Independence is the renown statement adopted by the Continental Congress on July 4, 1776, which announced that the thirteen American colonies then at war with Great Britain were now independent states, and therefore were no longer a part of the British Empire. We celebrate the historic birthday of the United States of America on Independence Day. The Declaration represents our nation's principals and is the foundation for the U.S. Constitution.

When in the course of human events, it becomes necessary for one people to dissolve the political bands which have connected them with another, and to assume, among the powers of the earth, the separate and equal station to which the laws of nature and of nature's God entitle them, a decent respect to the opinions of mankind requires that they should declare the causes which impel them to the separation.

"We hold these truths to be self evident, that all men are created equal, that they are endowed by their Creator with certain unalienable rights, that among these are life, liberty, and the pursuit of happiness.
That to secure these rights, governments are instituted among men, deriving their just powers from the consent of the governed, that whenever any form of government becomes destructive of these ends, it is the right of the people to alter or to abolish it, and to institute new government…. Prudence, indeed, will dictate that Governments long established should not be changed for light and transient causes….

But when a long train of abuses and usurpations, pursuing invariably the same object evinces a design to reduce them under absolute despotism, it is their right, it is their duty, to throw off such government, and to provide new guards for their future security. Such has been the patient sufferance of these colonies; and such is now the necessity, which constrains them to alter their former systems of government.

The history of the present King of Great Britain is a history of repeated injuries and usurpations, all having in direct object the establishment of an absolute tyranny over these States. To prove this, let facts be submitted to a candid world…. He has obstructed the administration of justice, by refusing his assent to laws for establishing judiciary powers. He has made judges dependent on his will alone, for the tenure of their offices, and the amount and payment of their salaries…. He has kept among us, in times of peace, standing armies without the consent of our legislatures.

He has affected to render the military independent of and superior to the civil power…. For quartering large bodies of armed troops among us: For protecting them, by a mock trial, from punishment for any murders which they should commit on the inhabitants of these States: For cutting off our trade with all parts of the world: For imposing taxes on us without our consent: For depriving us, in many cases, of the benefits of trial by jury….

He has plundered our seas, ravaged our coasts, burnt our towns, and destroyed the lives of our people…. We, therefore, the Representatives of the United States of America, in General Congress, assembled, appealing to the Supreme Judge of the world for the rectitude of our intentions, do, in the name, and by the authority of the good people of these Colonies, solemnly publish and declare, that these United Colonies are, and of right ought to be free and independent States; that they are absolved from all allegiance to the British Crown, and that all political connection between them and the State of Great Britain, is and ought to be totally dissolved; and that as free and independent States, they have full power to levy war, conclude peace, contract alliances, establish commerce, and to do all other acts and things which independent States may of right do.

And for the support of this Declaration, with a firm reliance on the protection of Divine Providence, we mutually pledge to each other our lives, our fortunes, and our sacred honor."

Army Song

The Army Song tells the heroic story of our past, present, and future. It was originally written by First Lieutenant Edmund L. Gruber, a Field Artillery officer, in 1908 and adopted in 1952 as the official song of our Army. As a time-

honored tradition, the song is played at the conclusion of every U.S. Army ceremony in which all Soldiers are expected to stand and proudly sing the lyrics of our forefathers.

Army Song

Intro

March along, sing our song, with the Army of the free.
Count the brave, count the true, who have fought to victory.
We're the Army and proud of our name!
We're the Army and proudly proclaim.

First Chorus

First to fight for the right,
And to build the Nation's might,
And The Army Goes Rolling Along.
Proud of all we have done,
Fighting till the battle's won,
And the Army Goes Rolling Along.

Refrain

Then it's Hi! Hi! Hey!
The Army's on its way.
Count off the cadence loud and strong (TWO! THREE!)
For where e'er we go,
You will always know
That The Army Goes Rolling Along.

Second Chorus

Valley Forge, Custer's ranks,
San Juan Hill and Patton's tanks,
And the Army went rolling along
Minute men from the start,
Always fighting from the heart,
And the Army keeps rolling along.

Third Chorus

Men in rags, men who froze,
Still that Army met its foes,
And the Army went rolling along.
Faith in God, then we're right,
And we'll fight with all our might,
As the Army keeps rolling along.

Bugle Calls

Bugle calls are the musical signals that announce scheduled and certain non-scheduled events on an Army installation. Scheduled calls are prescribed by the installation commander. According to Army customs, bugle calls traditionally signal troops for everything from meal times and recall formations, to rendering honors to the nation. Bugle calls normally sound in accordance with the major calls of the day—Reveille, Retreat, and Taps.

Reveille
The call signals the troops to awaken for morning roll call. Most often heard at physical training, it is used to accompany the raising of the National Colors. At the first sound of Reveille, you should come to the position of attention and salute, facing the flag or the sound of the music. If not in uniform, come to attention and place your right hand over your heart.

Retreat
The call signals the end of the duty day and lowering of the National Colors. If alone, you should come to attention in the direction of the music or flag. Then, salute when you hear the first note of music after the cannon sounds. If not in uniform, come to attention and place your right hand over your heart.

Taps
The call signals that unauthorized lights are to be extinguished. It is the last call of the day. The call is also sounded at the completion of a military funeral ceremony. You should come to attention and salute until the music completes. If not in uniform, come to attention and place your right hand over your heart.

Military Time

With Soldiering being a 24-hour a day job, it is only fitting that military time is expressed using 24 hours. As a global military force, the U.S. Army constantly coordinates with bases and personnel located in other time zones. To avoid confusion due to time differences, the military uses Greenwich Mean Time, commonly referred to as military time.



Adopted in 1883, the time table is based on the 24-hour clock system. For example, noon is 1200 hours, 10:15 PM becomes 2215 hours, Army time. In groups of four digits ranging from 0001 (one minute after midnight) to 2400 (midnight), civilian time is converted into military time.

Civilian Time	Military Time	Civilian Time	Military Time
12:00 midnight	0000	12:00 Noon	1200
12:01AM	0001	1:00 PM	1300
1:00 AM	0100	2:00 PM	1400
2:00 AM	0200	3:00 PM	1500
3:00 AM	0300	4:00 PM	1600
4:00 AM	0400	5:00 PM	1700
5:00 AM	0500	6:00 PM	1800
6:00 AM	0600	7:00 PM	1900
7:00 AM	0700	8:00 PM	2000
8:00 AM	0800	9:00 PM	2100
9:00 AM	0900	10:00 PM	2200
10:00 AM	1000	11:00 PM	2300
11:00 AM	1100	11:59 PM	2359

Table 1-2. Military Time Chart

Officer Insignia

As a Soldier, you need to be able to recognize the ranks of Army personnel immediately. And in order to render the proper greeting to a higher ranking Soldier, you must first know the Army rank structure.

Second Lieutenant (2LT)
Typically, lieutenant is the entry-level rank for most commissioned officers. They lead platoon-size elements consisting of a platoon sergeant and two or more squads (16 to 44 Soldiers).

First Lieutenant (1LT)
First Lieutenants are seasoned lieutenants with 18 to 24 months in service. They lead more specialized weapons platoons and indirect fire computation centers. As senior lieutenants, they are often selected to be the executive officer (XO) of a company-sized unit (110 to 140 personnel).

Captain (CPT)
Captains command and control company-sized units (62 to 190 Soldiers) with a principal NCO assistant known as the First Sergeant. They also instruct skills at service schools and combat training centers and are often staff officers at the battalion level.



Figure A- 1. Officer Insignia

Major (MAJ)
Majors serve as primary staff officers for brigade and task force command regarding personnel, logistical, and operational missions.

Lieutenant Colonel (LTC)
Lieutenant Colonels typically command battalion-sized units (300 to 1,000 Soldiers) with a CSM as the principal NCO assistant. They may also be selected for brigade and task force executive officers and serve as members of a staff.

Colonel (COL)
Colonels usually command brigade-sized units (3,000 to 5,000 Soldiers) with a CSM as the principal NCO assistant. They are also found to be the chiefs of divisional-level staff agencies and senior staff directors.

Brigadier General (BG)
Brigadier Generals serve as deputy commanders to the commanding general for Army divisions or in some cases, as commanders of specific organizations.

Major General (MG)
Major Generals command division-sized units (10,000 to 15,000 Soldiers) or installations.

Lieutenant General (LTG)
Lieutenant Generals command corps-sized units (20,000 to 45,000 Soldiers).

General (GEN)
At the senior level of commissioned officers, Generals command all operations that fall within their geographical or functional area. The Chief of Staff of the Army is a four-star General.

General of the Army (GOA)
This rank is only used in time of war where the commanding officer must be equal or of higher rank than those commanding armies from other nations. The last officers to hold this rank served during and immediately following WWII.

Warrant Officer Insignia

Army Warrant Officers (WO) are technical experts, combat leaders, trainers, and advisors. Through progressive levels of expertise in assignments, training, and education, Warrant Officers administer, manage, maintain, operate, and integrate Army systems across the full spectrum of Army operations.

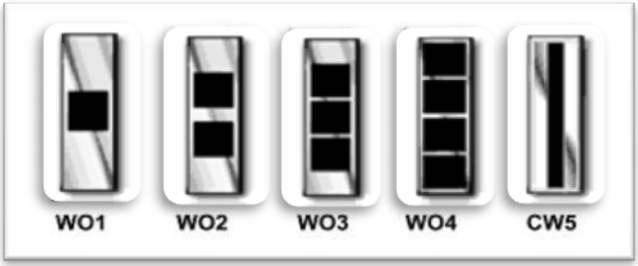


Figure A- 2. Warrant Officer Insignia

Warrant Officer 1 (WO1)
WO1s are basic level, technically and tactically focused officers who perform the primary duties of technical leaders, trainers, operators, managers, maintainers, sustainers, and advisors. They primarily support levels of operations from team or detachment through battalion, requiring interaction with all Soldiers and primary staff.

Chief Warrant Officer 2 (CW2)
CW2s are intermediate level technical and tactical experts. They primarily support levels of operations from team or detachment through battalion, requiring interaction with all Soldiers and primary staff.

Chief Warrant Officer 3 (CW3)
CW3s are advanced-level technical and tactical experts who perform the primary duties of technical leaders, trainers, operators, managers, maintainers, sustainers, integrators, and advisors. They primarily support levels of operations from team or detachment through brigade, requiring interaction with all Soldier cohorts and primary staff.

Chief Warrant Officer 4 (CW4)
CW4s are senior-level technical and tactical experts who perform the primary duties of technical leaders, managers, maintainers, sustainers, integrators, and advisors. They primarily support battalion, brigade, division, corps, and echelons above corps operations.

Chief Warrant Officer 5 (CW5)
CW5s are master-level technical and tactical experts who perform the primary duties of technical leaders, managers, integrators, advisors, or any other particular duty prescribed by branch. CW5s primarily support brigade, division, corps, echelons above corps, and major command operations. CW5s have special WO leadership and representation responsibilities within their respective commands.

Enlisted Insignia

Enlisted Soldiers are the backbone of the Army. They follow orders and execute plans to accomplish our Army's mission set by leaders appointed over them.

Private (PVT/PV2)
Privates are strong trainees who are starting Basic Combat Training (BCT). Their primary role is to carry out orders issued to them to the best of their ability. (PVTs do not have an insignia.)

Private First Class (PFC)
PFCs are promoted to this level after one year or earlier by request of their supervisor. Individuals can begin BCT at this level with experience or prior military training. PFCs carry out orders issued to them to the best of their ability.

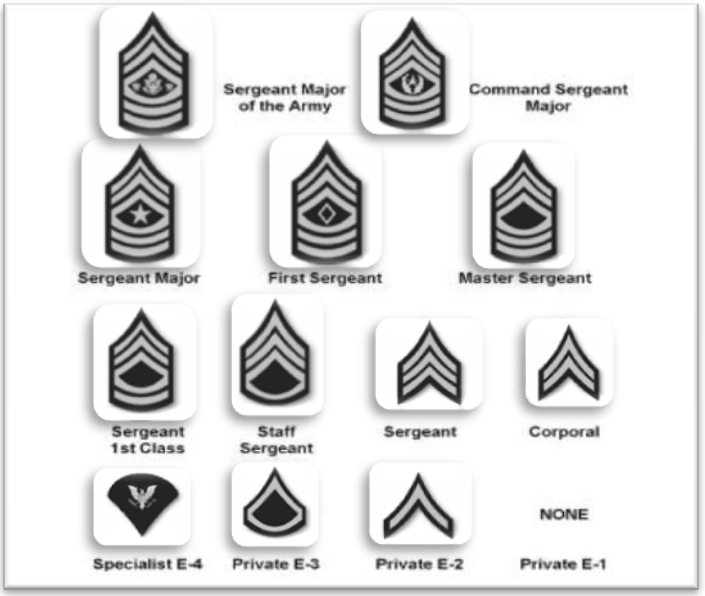


Figure A- 3. Enlisted Insignia

Specialist (SPC)
Specialists manage other enlisted Soldiers of lower rank and are preparing for leadership roles when they become NCOs. They have served a minimum of two years and attended a specific training class to earn this promotion. Recruits enlisting with a four year college degree can enter BCT as a Specialist.

Corporal (CPL)
Corporals are the base of the non-commissioned officer (NCO) ranks. CPLs serve as team leaders of the smallest Army units. Like SGTs, they are responsible for individual training, personal appearance, and well-being of Soldiers.

Sergeant (SGT)
Sergeants are normally in charge of a team (3 to 4 Soldiers). They are considered to have the greatest affect on Soldiers, because SGTs oversee them in their daily tasks. In short, SGTs set an example and the Army standard for Privates to emulate.

Staff Sergeant (SSG)
Staff Sergeants are in charge of a squad (9 to 10 Soldiers). They often have one or more SGTs under their leadership. They are responsible for developing, maintaining, and using the full range of their Soldiers' potential.

Sergeant First Class (SFC)
Senior NCOs are key assistants and advisors to the platoon leader. As platoon sergeants, they generally have significant experience and put those skills to good use by making quick, accurate decisions in the best interests of their Soldiers and the country.

Master Sergeant (MSG)
Master Sergeants are principal NCOs at the battalion level, and often higher. Although not tasked with all the leadership responsibilities of a 1SG, they dispatch leadership and other duties with the same professionalism.

First Sergeant (1SG)
First Sergeants are the principal NCOs and life-line of the company. They are Army providers, disciplinarians, and wise counselors. First Sergeants instruct other NCOs, advise the company commander, and help train all enlisted Soldiers. They also assist officers at the company level (62 to 190 Soldiers).

Sergeant Major (SGM)
SGMs serve as the chief administrative assistant for a headquarters unit of the Army, but their sphere of influence regarding leadership is generally limited to those directly under their charge. They are the key enlisted members of staff elements at levels at battalion or higher.

Command Sergeant Major (CSM)
CSMs are the senior enlisted advisors to the commanding officer at various levels, from battalion to Army. They carry out policies and standards, and advise the commander on the performance, training, appearance, and conduct of enlisted Soldiers. The CSM's counsel is expected to be calm, settled and unequivocally accurate, but with an energy and enthusiasm that never wanes, even in the worst of times.

Sergeant Major of the Army
There is only one Sergeant Major of the Army. This rank is the epitome of what it means to be a Sergeant; he or she oversees all non-commissioned officers. The Sergeant Major of the Army serves as the senior enlisted advisor and consultant to the Chief of Staff of the Army (a four-star General).

Promotions

Progressing through the enlisted Army ranks is a major accomplishment. Along with promotions, Soldiers gain MOS training, leadership skills, and experience to lead others. By being promoted to the next rank, Soldiers must strive even harder to live up to Army standards.

E-1 to E-2
Typically, a private will be automatically advanced to E-2 after completing six months of service (barring any adverse legal actions). Local commanders may recognize outstanding performance by employing a promotion waiver to promote privates to PV2 after only four months. Also, promotion waivers are limited in number and only available to the very best Soldiers.

E-2 to E-3
Commanders may promote E-2s with 12 months of time in service and four months time in grade with chain of command recommendation. Promotion waivers for outstanding performers are available at six months time in service and two months time in grade.

E-3 to E-4
An E-3 is eligible for promotion to E-4 with 24 months time in service and 6 months time in grade. Commanders may promote with chain of command recommendation. Promotion waivers for outstanding performers are available at 18 months time in service and 3 months time in grade.

E-4 to E-5
E-4s must go before a local promotion board to gain eligibility for advancement to the grade of E-5, with the NCO support channel recommendation when they have reached the promotion point cut-off. The promotion board tests you on a number of items including:

- Leadership competency.
- Basic Soldier knowledge and skills.
- Oral communication skills.
- Personal appearance.
- Bearing.
- Self confidence.

When you succeed at the promotion board, your NCO support channel will recommend you for promotion, and based on the Army wide point system, you will advance to E-5 when you have met the "promotion point cut-off" for your military occupational specialty.

Guard Duty

One of the most important duties you will perform in the Army is guard duty. In a combat zone or unit area, cautious guards can mean the difference between life and death. However, guards are important everywhere due to the terrorist threats that can occur anywhere. There are two types of guard—interior and exterior guard.

An interior guard is set up by the commander of the military installation to protect property and to enforce specific military regulations. The main guards are a combination of patrols and fixed guard posts, and special guards are used to protect parks, boats, aircraft, and other places or property. Exterior guards are not as formal and restricted as interior guards are. Examples of exterior guards are lookouts, listening posts, outposts, certain patrols, guards in combat zones and field training, and guards outside the limits of a military installation.

Reacting to an Inspecting Officer

When you are on guard duty and approached by an inspecting officer, these steps are followed:

a. Stop walking and assume the position of attention.

b. When the inspecting officer approaches, render a proper hand salute.

c. When the salute is returned, execute order arms.

d. Remain at attention.

e. The inspecting officer will command, "At ease."

f. The inspecting officer may ask questions pertaining to your general orders, special orders, and what has transpired at your post.

g. When finished with the inspection, the inspecting officer will say, "Carry on."

h. Assume the position of attention and render a proper hand salute, holding it until it is returned.

i. Resume walking your post.

Challenging Unknown Persons

The following steps are carried out when challenging unknown persons (night) and summoning the commander of the relief:

a. Upon seeing or hearing an unknown person, come to port arms.

b. Issue the command "Halt." (Person halts.)

c. Call out "Who is/goes there?" Unknown person identifies him/herself.

d. State "Advance to be recognized."

e. Command "Halt," when the person can be seen but not closer than 2 to 3 meters away.

f. Say "State your business." Unknown person states reason for presence in guarded area.

g. Require the unknown person to place their identification on the ground and move back six steps.

h. Check the identification while keeping the person under observation.

i. If the ID and authorization do not match, move to the phone and call the commander of the relief while keeping the person under observation.

j. Release the person to the commander of the relief and explain that their identification and authorization do not match.

General Orders

A guard on post is governed by two sets of orders: general orders and special orders. Special orders give details on how to perform on a particular post. The three general orders outline the basic responsibilities of all guards. The first general order gives you responsibility for everything that occurs within the limits of your post while on duty. The second general order requires you to become thoroughly familiar with the special orders before you are actually posted. In addition to the special orders connected with your post, you are required to obey and carry out any orders or instructions from the commanding officer, field officer of the day, and officers and NCOs of the guard. The third general order requires you to report all special order violations and emergencies.

General Orders
I will guard everything within the limits of my post and quit my post only when properly relieved.

I will obey my special orders and perform all my duties in a military manner.

I will report violations of my special orders, emergencies, and anything not covered in my instructions to the commander of the relief.

Drill and Ceremonies

Many drill procedures used by the U.S. Army today were developed during the Revolutionary War. The purpose of the drill then was to instill discipline in American Soldiers. As these Soldiers mastered the art of the drill, they began to work as a team and develop a sense of pride in themselves and in their unit.

In today's Army, the same objectives–teamwork, confidence, pride, alertness, attention to detail, esprit de corps, and discipline are accomplished by drill.

A drill consists of a series of movements by which a unit or individuals are moved in an orderly, uniform manner from one formation or place to another. Units vary in size, but in BCT, you will ordinarily be part of a squad, platoon, company or battalion.

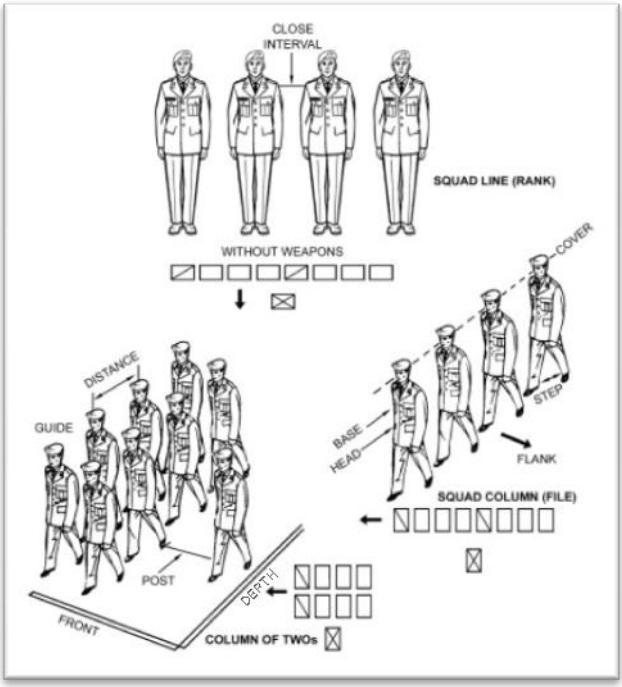


Figure A- 4. Drill Formations (without weapons)

You will need to know the following drill terms:

Element is an individual, squad, section, platoon, company, or larger unit formed as part of the next higher unit.

Formation is an arrangement of the unit's elements in a prescribed manner such as a line formation in which the elements are side-by-side, or a column formation in which the elements are one behind the other. In a platoon column, the members of each squad are one behind the other with the squads abreast. **Front** is a space from one side to the other side of a formation, and includes the right and left elements.

Depth is a space from the front to the rear of a formation, including the front and rear elements.

Distance is the space between elements that are one behind the other. The distance between individuals is an arm's length, plus 6 inches, or approximately 36 inches measured from the chest of one Soldier to the back of the Soldier immediately to his front.

Interval is the space between side-by-side elements.

Rank is a line that is only one element in depth.

File is a column that has a front of one element.

Guide is the person responsible for maintaining the prescribed direction and rate of march.

Post is the correct place for an officer or NCO to stand in a prescribed formation.

Head is a column's leading element.

Base is the element around which a movement is planned or regulated.

Cadence is a uniform rhythm or number of steps or counts per minute.

Quick Time is a cadence of 120 counts (steps per minute).

Double Time is a cadence of 180 counts (steps per minute).

Drill commands are oral orders given by your commander or leader, usually in two parts. The preparatory command states the movement to be carried out and gets you ready to execute the order. The command of execution tells when the movement is to be carried out. In the command "Forward, march," the *preparatory* command is "Forward," the command of *execution* is "March."

In some commands, the preparatory command and the command of execution are combined. For example, "Fall in," "at ease," and "Rest." These commands are given without inflection and at a uniformly high pitch and loudness comparable to that of a normal command of execution.

Personal Appearance and Uniform

Personal appearance is important—it demonstrates the pride and self-discipline you feel as a Soldier in the U.S. Army. Being neat and well groomed contributes to the esprit in your unit. Your uniform should fit well and be clean, serviceable, and pressed as necessary.

Your uniform is only part of your appearance. To look like a Soldier, you need to be physically fit, meet acceptable weight standards, and have a neat hairstyle in accordance with Army regulations. Reference AR 670-1 for wear of uniform.

Hairstyles

Many hairstyles are acceptable in the Army for Soldiers who have completed BCT.

For male personnel, the hair must not fall over the ears or eyebrows, or touch the collar (except for closely cut hair at the back of the neck).

a. Hair should be tapered, except that "block cut" fullness in the back is permitted in moderate degree.

b. Neither the bulk nor length of hair may interfere with the wearing of military headgear.

c. Sideburns must be neatly trimmed, not flared, and must not extend downward beyond the lowest part of the exterior ear opening.

d. The face must be clean-shaven.

e. If a mustache is worn after IMT, it must be neatly trimmed.

f. No part of the mustache will cover the upper lip line or extend horizontally beyond or below the corner points of the mouth where the upper and lower lips join.

For female personnel, the hair must not fall over the eyebrows and must not extend below the bottom edge of the collar.

a. Neither the bulk nor length of hair may interfere with the wearing of military headgear.

b. Any hair-holding ornaments, such as barrettes or hairpins, must be of a natural hair color or transparent.

c. Makeup and nail polish should be conservative and complement the uniform.

d. Unless directed to wear another type of footwear, female personnel may wear pumps with all uniforms except field uniforms.

Jewelry

A wrist watch, identification bracelet, and up to two rings (a wedding set is considered to be one ring) may be worn with your uniform as long as they are conservative and tasteful. You may wear a religious medal on a chain around your neck provided neither medal nor chain can be seen.

Female personnel are authorized to wear prescribed earrings with the Army Service Uniform.

a. Earrings may be screw-on, clip-on, or post-type earrings, in gold, silver, white pearl, or diamond. The earrings will not exceed 6 mm or 1⁄4 inch in diameter, and they must be unadorned and spherical. When worn, the earrings will fit snugly against the ear. Females may wear earrings only as a matched pair, with only one earring per ear lobe.

Note: Females are not authorized to wear earrings with any class C (utility) uniform (ACU, hospital duty, food service, physical fitness, field, or organizational).

Body Piercing

Except for earrings worn by female Soldiers when wearing the Army Service Uniform, no displaying objects, articles, jewelry, or ornamentation attached or affixed to or through the skin may be worn while in uniform. Neither can such adornments be worn while wearing civilian clothes (on or off duty) when on any military installation, or other places under military control. Females may wear any type of earrings off duty, on or off military installations.

Cosmetics

Females will not wear shades of lipstick and nail polish that distinctly contrast with their complexion, that detract from the uniform, or that are extreme. Some examples of extreme colors include, but are not limited to the following shades:

- purple
- gold
- blue
- black
- white
- bright (fire-engine) red
- khaki
- camouflage colors
- fluorescent colors

Soldiers will not apply designs to nails or apply two-tone or multi-tone colors to nails. In addition, females will comply with the cosmetics policy while in any military uniform or while in civilian clothes on duty.

Fingernails

All personnel will keep fingernails clean and neatly trimmed.

a. *Males* will keep nails trimmed so as not to extend beyond the fingertip.

b. *Females* will not exceed a nail length of 1⁄4 inch, as measured from the tip of the finger. Females will also trim nails shorter if the commander determines that the longer length detracts from the military image, presents a safety concern, or interferes with the performance of duties.

Tattoos
Any tattoo or brand anywhere on the head or face is prohibited except for permanent make-up. Tattoos that are not extremist, indecent, sexist, or racist are allowed on the hands and neck. Initial entry determinations will be made according to current guidance. Any type of tattoo or brand that is visible while wearing the Army Service Uniform and detracts from Soldierly appearance is prohibited.

Uniform Wear and Maintenance
You are responsible for keeping your clothing in good serviceable condition. Clean your clothing regularly, keep it in good repair, and store it properly. Carrying large or heavy objects in your pockets is likely to change the shape of your tailored clothing.

Follow the cleaning and care instructions attached to most clothing. Clean your clothing as soon as possible after it becomes soiled. Dirty clothing wears out more quickly than clean clothing because dirt cuts fibers and holds in moisture from perspiration. Coated clothing such as ponchos and raincoats should be wiped clean or washed by hand with a soft brush and warm soapy water. These items should be thoroughly rinsed and hung up to air-dry.

If you need to press clothing, be sure it is clean and that the iron is not too hot. To press cotton clothing, dampen the surface of the cloth, and then apply the iron directly. Before storing clothing, be sure it is clean and dry.

Beret
The beret is worn so that the headband (edge binding) is straight across the forehead, 1 inch above the eyebrows.

a. The flash is positioned over the left eye, and the excess material is draped over to the right ear, so it is extended to at least the top of the ear, and no lower than the middle of the ear.



Figure A- 5. Wear of Beret (Male and Female)

b. Personnel will cut off the ends of the adjusting ribbon and secure the ribbon knot inside the edge binding at the back of the beret.

c. When worn properly, the beret is formed to the shape of the head; therefore, Soldiers may not wear hairstyles that cause distortion of the beret.

Note: IET Soldiers will not wear unit insignia on the beret until they arrive at their first unit of assignment.

Boots

New boots should fit properly when you receive them.

a. They should have a chance to air out between uses, so you should wear one pair one day and another pair the next.

b. Scrape dirt or mud from boots and wash with just a little water and soap.

c. Wipe insides dry with a clean cloth and remove all soapsuds from the outside.

d. Stuff paper in the toes and let boots dry in a warm, dry place.

e. Do not put boots in the hot sun or next to a strong source of heat.

f. Let boots dry.

g. Heels of boots should be replaced after wear of 7/16 of an inch or more.

Insignia placement

Each Soldier is responsible for having the correct insignia properly placed on their uniform, as follows:

a. Shoulder sleeve insignia

Soldiers in both BCT and AIT who are in one of the following categories may wear organizational shoulder sleeve insignia. Wear this insignia centered on the left sleeve. Subdued shoulder sleeve insignia will be worn on all field and work uniforms. The former wartime service shoulder sleeve insignia is centered on the hook and loop-faced pad on the right shoulder of the ACU jacket.

(1) ARNG and USAR trainees are authorized to wear the insignia of their parent ARNG or USAR organization from the start of training.

(2) Unit-of-choice trainees are authorized to wear, from the start of training, the insignia of the specific unit for which they enlisted.

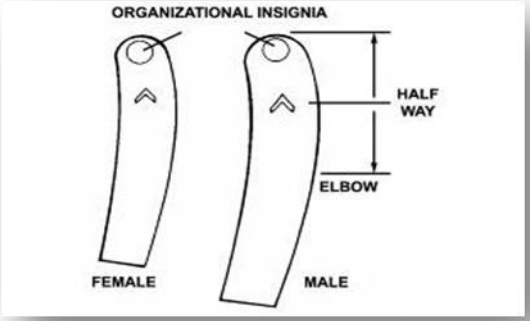


Figure A- 6. Shoulder Sleeve Insignia of Current Unit

b. "U.S. ARMY" insignia: Army Combat Uniform (ACU)

(1) Worn immediately above and parallel to the top edge of the left chest pocket.

(2) This insignia consists of black, 3/4-inch high block letters on a 1-inch wide by 4 1/2 inch long (or to the edges of the pocket flap) strip. The background can be either olive green or the universal camouflage pattern.

c. Name tape: Army Combat Uniform

(1) Worn immediately above and parallel to the top edge of the right chest pocket of all field and work uniform coats and shirts.

(2) It consists of black letters on a 1-inch wide by 4 1/2 inch long (or to the edges of the pocket flap) strip of cloth.

(3) Names of 10 letters or less will be printed in 3/4-inch high Franklin Gothic Condensed.

(4) Names of 11 letters or more will be printed in 1/2-inch high Franklin Gothic Extra Condensed.

(5) The name and U.S. Army tapes will be the same length.

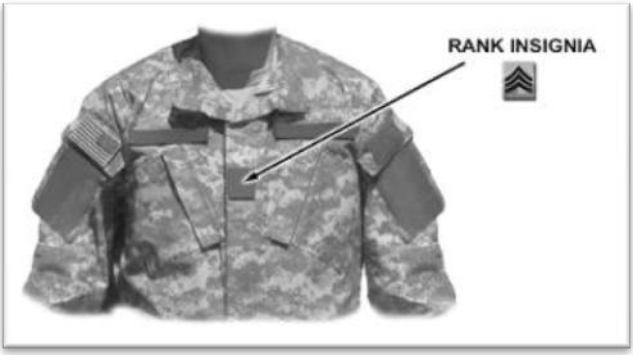


Figure A- 7. Distinguishing Insignia

d. Grade insignia: Army Combat Uniform

(1) Soldiers wear subdued (cloth) last name and U.S. Army identification insignia attached to Velcro areas shown. Grade insignia is attached to Velcro area provided in center of the jacket flap (see Figure A-7).

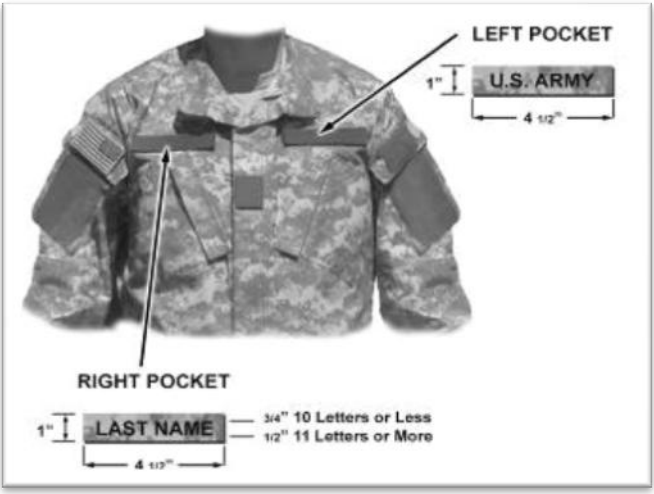


Figure A- 8. Grade Insignia

e. Grade Insignia: Army Service Uniform (ASU)

(1) The Army white shirt may be worn with or without the Army Service Uniform coat, which is known as the Class B uniform.

(2) E-4s (Specialists) and below must always wear their grade insignia on the collars of the white shirt (see Figure A-8).

(4) Corporals and above must wear shoulder board grade insignia on the white shirt.

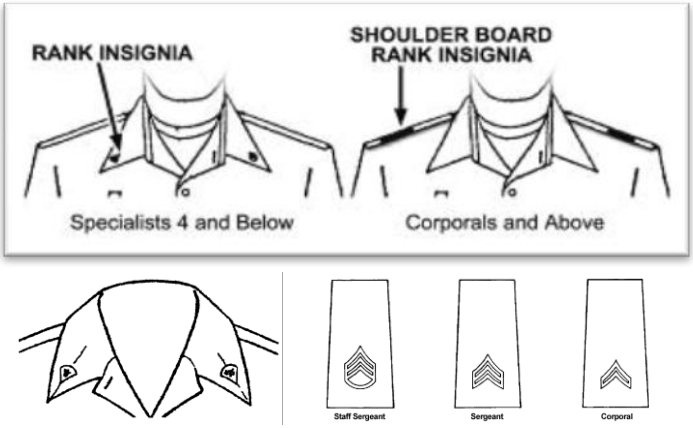


Figure A-9. Grade Insignia, Enlisted

f. *Male* -U.S. and branch insignia

(1) During initial entry training, males will wear the "U.S." insignia disk on both collars.

(2) The bottom of the insignia disk will be 1 inch above the notch where the collar meets the lapel, centered between the seam and the outside edge of the collar. The "U.S." or branch insignia will be canted parallel to the inside edge of the lapel on the Army Service Uniform coat (see Figure A-9).

3) After completing AIT or OSUT, male Soldiers will wear military occupational specialty branch insignia on their left collar.

(4) On the male Army Service Uniform (ASU) jacket, the nametag will be worn on the right pocket flap, centered between the top of the pocket and the top of the button, centered on the flap and parallel to the ground.

(5) The regimental crest will be worn 1/8 inch above the top of the right pocket and centered.

(6) The Ribbons will be worn 1/8 inch above the top of the left pocket, centered on the pocket, and parallel to the floor.

(7) The Qualification badges will be worn 1/8 inch down from the top of the pocket and centered on the flap with 1 inch between badges if two are worn, and evenly spaced if three are worn. Refer to page 57 for ASU visual aid.



Figure A- 10. U.S and Branch Insignia, Enlisted Male

g. *Female*-U.S. and branch insignia

(1) During initial-entry training, females will wear the "U.S." insignia on both collars.

(2) The bottom of the insignia disk will be worn 5/8 inch above the notch where the collar meets the lapel, centered between the seam and the outside edge of the collar. The "U.S." or branch insignia will be positioned parallel to the inside edge of the lapel on the Army Service Uniform coat (see Figure A-10).

(3) After completing AIT or OSUT, female Soldiers will wear military occupational specialty branch insignia on their left collar.

(4) On the female Army Service Uniform coat, the bottom edge of the nameplate will be 1 to 2 inches above the top of the top button, centered on the right side of the uniform and parallel to the ground.

(5) The regimental crest will be worn 1 inch above, and centered on the nameplate.

(6) The bottom edge of the ribbons will be parallel to the bottom edge of the name plate, and centered on the jacket.

(7) The Qualification badges will be 1 inch below and centered on the ribbons, with 1 inch between badges. Refer to page 57 for ASU visual aid.



Figure A- 11. U.S. and Branch Insignia, Enlisted Female

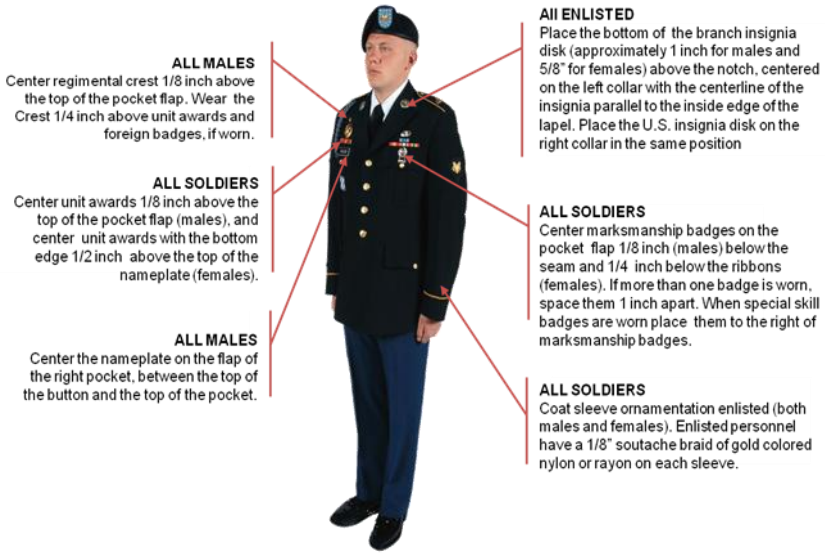
Belts and Buckles

a. The belt issued to Soldier's to wear with the ASU is black webbed with a nickel under-plate for males and black cotton web for females.

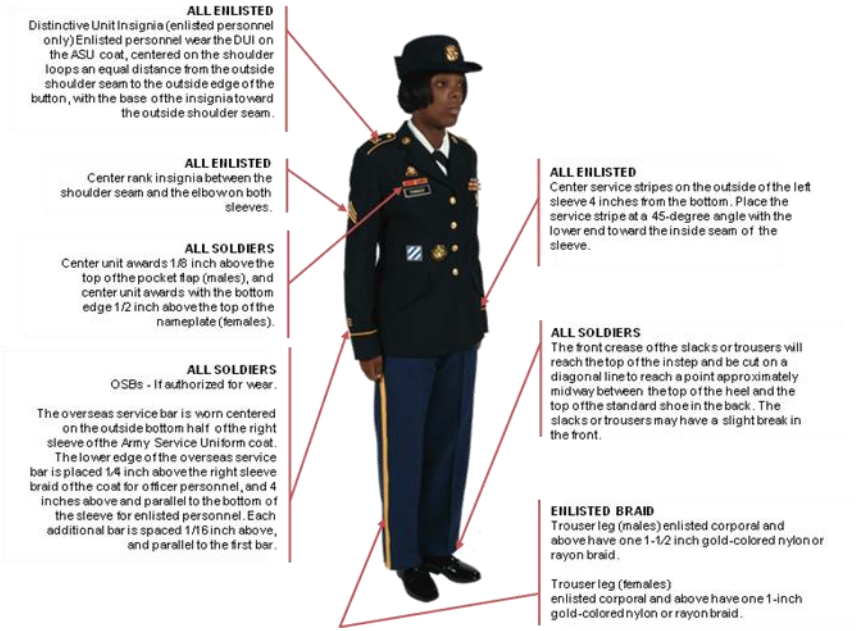
b. The Desert Sand Riggers belt will be worn with the Army Combat Uniform (ACU).

Note: Reference AR 670-1 for additional inquiries concerning Army uniforms.

Enlisted Army Service Uniform (Male)



Enlisted Army Service Uniform (Female)



Saluting

The origin of the hand salute is uncertain. Some historians believe it began in late Roman times when assassinations were common. A citizen who wanted to see a public official had to approach with his right hand raised to show that he did not hold a weapon. Knights in armor raised visors with the right hand when meeting a comrade. This practice gradually became a way of showing respect and in early American history sometimes involved removing the hat. By 1820, the motion was modified to touching the hat, and since then has become the hand salute used today.

During your time in the Army, you salute to show respect toward an officer, flag, or our country. The proper way to salute with or without a weapon is described in Field Manual (FM) 3-21.5, paragraph 4-4. The rules of saluting are as follow:

- When you meet someone outside, salute as soon as you recognize that he or she is an officer, or if you are walking toward the officer, wait until you are about six steps away.
- Salute all officers (recognized by grade) in official vehicles identified by special plates or flags.
- Salute only on command when in formation.
- If in a group and an officer approaches, the first Soldier to recognize the officer calls the group to attention and all personnel salute.
- If you approach an officer while you are double-timing alone, assume quick time march and render the hand salute. When the salute is returned, execute order arms and resume double-timing.
- The salute is always initiated by the subordinate and terminated only after acknowledgment by the individual saluted.
- Accompany the salute with an appropriate greeting, such as, "Good morning/afternoon, sir/ma'am."
- Salutes are not required to be rendered by or to personnel who are driving or riding in privately owned vehicles.

- It is not customary for enlisted personnel to exchange salutes, except in some ceremonial situations.

- Never render a salute with a noticeable object in your mouth or right hand. This includes cell phones and items that are distracting to your military bearing.

- If you are on detail and an officer approaches, salute if you are in charge of the detail. Otherwise, continue to work. When spoken to, come to the position of attention while addressing an officer.

Hand Salute

The Hand Salute is a one-count movement. The command is **Present, ARMS.** The Hand Salute may be executed while marching. When marching, only the Soldier in charge of the formation salutes and acknowledges salutes. When double-timing, an individual Soldier must come to Quick Time before saluting.

When wearing headgear with a visor (with or without glasses), on the command of execution **ARMS,** raise the right hand sharply, fingers and thumb extended and joined, palm facing down, and place the tip of the right forefinger on the rim of the visor slightly to the right of the right eye. The outer edge of the hand is barely canted downward so that neither the back of the hand nor the palm is clearly visible from the front. The hand and wrist are straight, the elbow inclined slightly forward, and the upper arm horizontal (see Figure A-12).

When wearing headgear without a visor (or uncovered) and not wearing glasses, execute the Hand Salute in the same manner as previously described, except touch the tip of the right forefinger to the forehead near and slightly to the right of the right eyebrow (see Figure A-13).

When wearing headgear without a visor (or uncovered) and wearing glasses, execute the Hand Salute in the same manner as previously described, except touch the tip of the right forefinger to that point on the glasses where the temple piece of the frame meets the right edge of the right brow (see Figure A-14).

Order Arms

Order Arms from the Hand Salute is a one-count movement. The command is **Order**, **ARMS.** On the command of execution **ARMS,** return the hand sharply to the side, resuming the Position of Attention.

When reporting or rendering courtesy to an individual, turn the head and eyes toward the person addressed and simultaneously salute. In this situation, the actions are executed without command. The Salute is initiated by the subordinate at the appropriate time (six paces) and terminated upon acknowledgment.



Figure A- 12. Hand Salute with Beret or Uncovered



Figure A- 13. Hand Salute with Visor



Figure A- 14. Hand Salute with Beret and Glasses

Rendering Honor to the Flag

The flag of the U.S. is the symbol of our nation. The union, white stars on a field of blue, is the honor point of the flag. The union of the flag and the flag itself, when in company with other flags, are always given the honor position, which is on the right. Rules for displaying the flag follow.

- The flag of the U.S. is displayed outdoors at all Army installations.

- Only one flag of the U.S. is flown at one time at any continental United States Army installation except as authorized by the commanding generals of major Army commands.

- The flag is displayed daily from reveille to retreat. If illuminated, it may be displayed at night during special events or on special occasions deemed appropriate by the commander.

- When the flag is being raised in the morning or lowered in the evening, stand at attention on the first note of Reveille or "To the Colors." "Colors" refer to the flag of the U.S. and can include the unit flag. Give the required salute. If you are actively involved a duty that would be hampered by saluting, you do not need to salute. You normally face the flag when saluting, unless duty requires you to face in some other direction. At the conclusion of the ceremony, resume your regular duties.

- The flag, when flown at half-staff, is hoisted to the peak/top of the flagpole and then lowered to the half-staff position. At the end of the day, the flag is hoisted to the peak before lowered. "Half-staff" means

lowering the flag to one-half the distance between the top and bottom of the staff.

- Whenever Reveille is played, and you are not in formation and not in a vehicle, come to attention at the first note, face the flag, and give the required salute. If no flag is near, face the music and salute. If you are in formation, salute only on the order "Present arms." If you are in civilian clothing, stand at attention and place your right hand over your heart. These honors also apply to the national anthems of foreign countries during ceremonies or parades. The words to the National Anthem appear in Appendix A.

- Vehicles in motion should stop. If you are in a car or on a motorcycle, dismount and salute. If you are with a group in a military vehicle or bus, remain in the vehicle. The individual in charge will dismount and salute.

- When you pass or passed by colors, which are presented, paraded, or displayed, salute when the colors are six paces from you. Hold the salute until the colors are six paces beyond you.

Courtesies

The following rules will help you conduct yourself appropriately in the presence of officers and those senior in grade:

- When talking to an officer, stand at attention unless given the order "At ease." When you are dismissed, or when the officer departs, come to attention and salute.

- When an officer enters a room, the first Soldier to recognize the officer calls personnel in the room to attention but does not salute. When a Soldier reports indoors render a salute to the officer.

- When accompanying a senior, walk on his left.

- When entering or exiting a vehicle, the junior grade person is the first to enter, and the senior in grade is the first to exit.

- When an officer enters a dining facility, unless he directs otherwise or a more senior officer is already present, the diners will be given the order "At ease" by the first person who sees the officer. You will remain seated at ease and will continue eating unless the officer directs otherwise. If you are directly addressed, you should rise to attention

when seated in a chair. If you are seated on a bench, stop eating and sit at attention until the conversation ends.

Note: The officer or NCO may give the directive "Carry on." This means the Soldier or Soldiers should continue with whatever they were doing previously. This same directive is used in many other situations outside of formation, such as in the barracks and break areas.

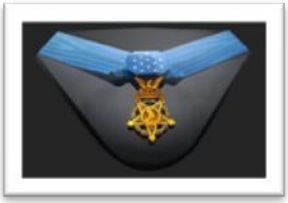
- When outdoors and approached by an NCO, you should stand (when seated) and greet the NCO by saying, "Good morning, sergeant," "Good afternoon, sergeant," or "Good evening, sergeant (last name, if known)."

- When you report to an officer for any reason, it is important to make a good first impression. If you are outdoors, approach the officer to whom you are reporting and stop about two steps from him, assuming the position of attention. Give the proper salute and say, for example, "Sir/Ma'am, Private Smith reports." If you are indoors, use the same procedures as above, except remove your headgear before reporting. However, if you are armed, do not remove your headgear.

Awards and Decorations

Personal Decorations and Awards

Personal decorations and awards are bestowed upon an individual for his or her act of heroism, specific act of gallantry, or for meritorious service during military or non-military feats. The act or acts of heroism must have been so notable and have involved risk of life so extraordinary as to set the individual apart from his or her comrades. Some of these decorations, arranged in order of the degree of valor or achievement, are described below.



The *Medal of Honor* is the highest and most rarely awarded decoration conferred by the U.S. The medal is awarded for conspicuous gallantry and intrepidity at the risk of his or her life above and beyond the call of duty while engaged in an action against an enemy of the U.S.

The *Distinguished Service Cross* is awarded to a person who, while serving in any capacity with the Army, distinguishes himself or herself by extraordinary heroism not justifying the award of a Medal of Honor. These and other valorous awards must take place:

- While engaged in an action against an enemy of the U.S.
- While engaging in military operations involving conflict with an opposing/foreign force.
- While serving with friendly foreign forces engaged in an armed conflict against an opposing Armed Force in which the U.S. is not a belligerent party.





The *Purple Heart* is awarded to persons serving in any capacity as a member of the U.S. Armed Forces who are killed or wounded (requiring treatment by a medical officer) in any action against enemies of the U.S. Commended purple heart actions must take place as a result of wounds caused by an enemy or opposing armed force; or as the result of maltreatment inflicted by captors when held as a prisoner of war.

Collective (Unit) Citations

Collective citations are made to an operating unit for outstanding performance inside or outside of the U.S. It is worn by only those persons who were members of that unit during the action or period specified by the award.

Medals

Commemorative, campaign, and service medals are issued to Soldiers who take part in particular campaigns or periods of service for which a medal is authorized.

The *Army Good Conduct Medal* recognizes enlisted women and men who have served with exemplary behavior, efficiency, and fidelity in active Federal military service. Qualifying periods of service include:



- Each 3 years completed on or after 27 August 1940.
- For first award only, upon termination of service on or after June 27, 1950, of less than 3 years but more than 1 year.
- For first award only, upon termination of service on or after June 27, 1950, of less than 1 year when final separation was by reason of physical disability incurred in line of duty.
- For first award only, for those individuals who died before completing 1 year of active Federal military service if the death occurred in the line of duty.

The following disqualification rules must be observed.

- Conviction by courts-martial terminates a period of qualifying service. A new period begins the following day after completion of the sentence imposed by courts-martial.

- Individuals whose retention is not warranted under standards prescribed in Army Regulation 604-10, paragraph 2-1, or for whom a bar to reenlistment has been approved under the provisions of Army Regulation 601-280, chapter 6, are not eligible for award.

- Disqualification as determined by the unit commander. The commander will prepare a statement of rationale for his/her decision. The statement will include the period of disqualification and will be referred to the individual.

- Disqualification for an award of the Army good conduct medal can occur at any time during a qualifying period (for example, when the manner of performance or efficiency declines.)



The *National Defense Service Medal* is awarded for honorable military service as a member of the U.S. Armed Forces for the Korean War, Vietnam War, operations Desert Shield and Desert Storm, and the current Global War on Terrorism.

The *Army Service Ribbon* is awarded to Soldiers who successfully complete initial entry training.



Marksmanship Badges

Marksmanship badges are awarded to individuals who qualify, because they have demonstrated some special proficiency or skill. Marksmanship badges are worn to indicate the individual's prowess with specific weapons, pistols, and/or rifles and during specified competitions, matches, or practice exercises.

Appendix B: Warrior Tasks and Battle Drills

Warrior Tasks and Battle Drills are the critical skills you are taught in initial entry training and will use throughout your Army career. These individual tasks prepare you to be able to survive and defend our country in combat. As combat situations occur anywhere, it is important that all Soldiers possess the specific skills to shoot, move, communicate, survive, and adapt when necessary.

Shoot

- Maintain, employ, and engage with assigned weapon system
- Employ hand grenades

Move

- Perform individual movement techniques
- Navigate from one point to another
- Move under fire

Communicate

- Perform voice communications (SITREP/SPOTREP/9-Line MEDEVAC, Explosive Hazard)
- Use visual signaling techniques

Survive

- React to chemical or biological attack/hazard
- Perform immediate lifesaving measures
- Perform counter IED
- Maintain Situational Awareness/ Every Soldier as Sensor
- Perform Combatives

Adapt

- Assess and Respond to Threats (Escalation of Force)
- Adapt to changing operational environments
- Grow professionally and personally (build resilience)

Battle Drills

- React to contact
- Establish security
- Perform actions as a member of a mounted patrol
- Evacuate a casualty

Shoot

Every Soldier must be able to fire their weapon to Army standard. You will become highly proficient with your military weaponry through warrior tasks. You will learn how to maintain, employ, and engage targets with your assigned weapon as well as how to properly handle and employ hand grenades. Each individual task contains step-by-step instructions to further enhance your Soldier skills.

Warrior Tasks	Critical Individual Supporting Tasks
Maintain, Employ, Engage with Assigned Weapon System	Associated Task # Load individual assigned weapon Associated Task # Unload individual assigned weapon Associated Task # Perform Function Check on individually assigned weapon Associated Task # Correct malfunctions of individually assigned weapon Associated Task # Zero individually assigned weapon Associated Task # Engage targets with individually assigned weapon Associated Task # Maintain your assigned individual weapon and supporting equipment Associated Task # Mount, Dismount, Zero and Engage Targets with Night Sight if Associated with Assigned Weapon.
Employ Hand Grenades	071-325-4401 Perform Safety Checks on Hand Grenades 071-325-4407 Employ Hand Grenades

Table 2-1. Warrior Tasks and Battle Drills: SHOOT

Move

As part of a deployed Army, you need to also know how to move—quickly and tactically. By training in maneuvers, you gain knowledge and practice in individual movement techniques. You learn how to navigate from one point to another and how to move under fire. The exercises and tasks in map reading and ground warfare prepare you to be a strong defender of the United States.

Warrior Tasks	Critical Individual Supporting Tasks
Perform Individual Movement Techniques	071-326-0501 Move as a Member of a Fire Team 071-326-0541 Perform Movement Techniques During an Urban Operation
Navigate from One Point to Another	071-329-1000 Identify Topographic Symbols on a Military Map 071-329-1008 Measure Distance on a Map 071-329-1001 Identify Terrain Features on a Map

Navigate from One Point to Another	071-329-1011 Orient a Map Using a Lensatic Compass 071-329-1002 Determine the Grid Coordinates of a Point on a Military Map 071-329-1003 Determine a Magnetic Azimuth Using a Lensatic Compass 071-329-1005 Determine a Location on the Ground by Terrain Association 071-329-1006 Navigate from One Point on the Ground to Another Point While Dismounted 071-329-1012 Orient a Map to the Ground by Map-Terrain Association 071-329-1030 Navigate from One Point on the Ground to Another Point While Mounted (If Applicable) (MOS specific) 113-610-2005 Navigate using GPS (DAGR)
Move Under Fire	Associated Task # Engage targets with individually assigned weapon 071-326-0501 Move as a Member of a Fire Team 071-326-0502 Move Under Direct Fire 071-326-0503 Move Over, Through, or Around Obstacles (Except Minefields) 071-326-0510 React to Indirect Fire While Dismounted 071-326-3002 React to Indirect Fire While Mounted (If Applicable) (MOS specific) 071-410-0002 React to Direct Fire While Mounted (If Applicable) (MOS specific) 071-326-0513 Select Temporary Fighting Positions

Table 2-2. Warrior Tasks and Battle Drills: MOVE

Communicate

Communication is essential to the Army mission. Warrior Tasks in communication training focus on using modern technology to convey information effectively. You will learn communication equipment, applications, and procedures to become a more technically savvy Soldier and an effective communicator.

Warrior Tasks	Critical Individual Supporting Tasks
Perform Voice Communications (SITREP/SPOTREP/9- LINE-MEDEVAC, Explosive Hazard [EH])	113-587-1064 Prepare Assigned Communication Device for Operation 113-571-1022 Perform Voice Communications 113-587-2070 Operate assigned Communication Device. 081-831-0101 Request Medical Evacuation

Perform Voice Communications (SITREP/SPOTREP/9- LINE-MEDEVAC, Explosive Hazard [EH])	XXX-xxx-XXXX Prepare and send SITREP XXX-xxx-XXXX Prepare and send SPOTREP XXX-xxx-XXXX Prepare and send Explosive Hazard (EH) Report in accordance with FM 4-30.541
Use Visual Signaling Techniques	071-326-0608 Use Visual Signaling Techniques

Table 2-3. Warrior Tasks and Battle Drills: COMMUNICATE

Survive

Experience in handling the pressures of modern warfare is critical for Soldier survival. In an operational environment, regardless of the job or individual MOS, each Soldier risks exposure to hostile conditions. Practice in survival tasks helps you react properly to hostile fire, enemy threats, and maintain situational awareness in battle.

Warrior Tasks	Critical Individual Supporting Tasks
React to Chemical, Biological, Radiological, and Nuclear (CBRN) Attack/Hazard	031-503-1013 Decontaminate Yourself and Individual Equipment Using Chemical Decontamination Kits 031-503-1015 Protect Yourself from CBRN Injury of Contamination with Mission Oriented Protective Posture Gear 031-503-1019 React to Chemical or Biological (CB) Hazard/Attack 031-503-1035 Protect Yourself from Chemical and Biological (CB) Contamination Using Your Assigned Protective Mask 031-503-1036 Maintain Your Assigned Protective Mask 031-503-1021 Mark CBRN Contaminated Areas 031-503-1037 Detect Chemical Agents Using M8 or M9 Detector Paper 031-503-1040 Protect Yourself from CBRN Injury Injury/Contamination when Changing MOPP using the JSLIST Chemical-Protective Ensemble
Perform Immediate Lifesaving Measures	081-831-1001 Evaluate a Casualty (Tactical Combat Casualty Care) 081-831-1003 Perform First Aid to Clear an Object Stuck in the Throat of a Conscious Casualty 081-831-1005 Perform First Aid to Prevent or Control Shock 081-831-1023 Perform First Aid to Restore Breathing and/or Pulse 081-831-1032 Perform First Aid for a Bleeding and/or

Perform Immediate Lifesaving Measures	Severed Extremity (includes Apply Combat Tourniquet and Apply an Emergency Trauma Bandage) 081-831-XXXX Transport a Casualty Mounted (If Applicable) 081-831-1046- Transported a Casualty (Dismounted) 081-831-1007 Perform First Aid for Burns
Perform Counter IED	052-192-1270 React to a Possible Improvised Explosive Device (IED) (Unclassified / For Official Use Only) (U/FOUO) 052-192-1271 Identify Visual Indicators of an Improvised Explosive Device (IED) (Unclassified / For Official Use Only) (U/FOUO) 093-89D-1264 Search Suspect Vehicle for Improvised Explosive Device (IED)
Maintain Situational Awareness / Every Soldier as Sensor	301-371-1000 Report Intelligence Information 071-331-0804 Perform Surveillance without the Aid of Electronic Devices 301-348-1050 Report Information of Potential Intelligence Value
Perform Combatives	071-000-0006 React to Man-to-Man Contact

Table 2-4. Warrior Tasks and Battle Drills: SURVIVE

Adapt

Soldiers with the ability to adapt to any situation enable the Army to accomplish its mission. By training to assess and respond to enemy threats while adapting to ever-changing environments, you become a flexible Soldier who is familiar with the various conditions and demands of our Army and warfare.

Warrior Tasks	Critical Individual Supporting Tasks
Assess and Respond to Threats (Escalation of Force)	171-300-0011 Employ Progressive Levels of Individual Force when Confronting Civilians 181-105-1001 Comply with the Law of War and the Geneva and Hague Conventions 181-105-1002 Overview of Operational Law 181-200-3002 Train Standing Rules of Engagement (ROE) Principles 331-202-1049 Comply with the Requirements of the Code of Conduct 191-376-5148 Search an Individual 181-906-1505 Conduct Combat Operations According to the Law of War
Adapt to Changing Operational Environments	224-176-1425 Interact with News Media 002 Understand Law of Land Warfare

Adapt to Changing Operational Environments	XXX-XXX-XXXX See yourself culturally - Understand the concept of culture, how it works, and how it motivates - Grasp how American and military cultures shape your decisions XXX-XXX-XXXX Learn and understand the culture of other societies where you are deployed or assigned - Learn basic language phrases to perform your mission - Understand the basics of the foreign culture, including religious factors, social influences, and cultural behaviors - Know appropriate tribal and ethnic considerations - Know necessary geographical and historical information XXX-XXX-XXXX Perform in operational environment effectively - Avoid cultural and social taboos - Win civilians' hearts and minds; build rapport - Acculturate and perform mission understanding impact and consequences of actions
Grow Professionally and Personally (Build Resilience)	XXX-XXX-XXXX Develop Professionally - Continue to inculcate the Army Values and Warrior Ethos - Live the Soldier's Creed - Develop and expand moral character with each new experience and assignment - Strive for excellence within your specialty and as you increase in rank and responsibility XXX-XXX-XXXX Develop in the Five Dimensions of Comprehensive Soldier Fitness: Physical, Emotional, Social, Spiritual, and Family. - Maintain physical readiness; excel in physical activities that require fitness, endurance, strength, body composition, and flexibility - Approach challenges in a positive, optimistic way - Build and maintain trusted, valued relationships - Strengthen beliefs, principles, and values - Grow daily as part of the Army and supportive Family unit; identify issues and help other Soldiers as needed

Table 2-5. Warrior Tasks and Battle Drills: ADAPT

BATTLE DRILLS	Individual Tasks
React to Contact	- 071-326-0513 Select Temporary Fighting Positions - Associated Task # Engage targets with individually assigned weapon - 071-326-0608 Use Visual Signaling Techniques - 071-326-0502 Move Under Direct Fire - 071-326-0510 React to Indirect Fire While Dismounted - 071-326-3002 React to Indirect Fire While Mounted (If Applicable to Assigned Organization) - 071-410-0002 React to Direct Fire While Mounted (If Applicable to Assigned Organization) - 113-571-1022 Perform Voice Communications - 071-326-0501 Move as a Member of a Fire Team - 071-325-4407 Employ Hand Grenades
Establish Security	- 071-326-0513 Select Temporary Fighting Positions - 113-571-1022 Perform Voice Communications - 071-331-0801 Challenge Persons Entering Your Area - 071-331-1004 Perform Duty as a Guard - 191-376-4114 Control Entry to and From a Restricted Area - 191-376-5140 Search a vehicle for Explosive Devices or Prohibited Items as an Installation Access Control Point - 071-331-0815 Practice Noise, Light and Litter Discipline - 191-376-5151 Control Access to a Military Installation - 071-326-0608 Use Visual Signaling Techniques
	- XXX-XXX-XXXX Dismount a

Perform Actions as a Member of a Mounted Patrol	Vehicle - XXX-XXX-XXXX React to a Vehicle Rollover - XXX-XXX-XXXX Establish Security While Mounted (If Applicable) - XXX-XXX-XXXX Perform 5/25 meter scans - 113-571-1022 Perform Voice Communications - 551-88M-1658 Prepare Vehicle for Convoy Operations
Evacuate a Casualty	- 081-831-0101 Request Medical Evacuation - 081-831-1001 Evacuate a Casualty - 081-831-1003 Perform First Aid to Clear an Object Stuck in the Throat of a Conscious Casualty - 081-831-1005 Perform First Aid to Prevent or Control Shock - 081-831-1023 Perform First Aid to Restore Breathing and/or Pulse - 081-831-1032 Perform First Aid for a Bleeding and/or Severed Extremity - 081-831-1046 Transport a Casualty (Dismounted) - 081-831-XXXX Transport a Casualty Mounted (If Applicable) - 113-571-1022 Perform Voice Communications

Table 2-6. Battle Drills

Appendix C: Army Physical Readiness Training

As a Soldier, you need to be in shape. The Army defines physical readiness as the ability to meet the physical demands of any combat or duty position, accomplish the mission, and continue to fight and win. To reach this goal, leaders use the Army Physical Readiness Training (PRT) System to develop strength, endurance, and mobility. Army PRT will develop your strength, endurance, and mobility. BCT will toughen you and AIT will increase your conditioning. Ensure you are precise in your exercises. Proper form is essential in your execution of PRT.

Every PRT session always include the following elements: preparation, activity, and recovery. You must prepare your body to perform intense PRT activities. In addition, you must conduct recovery exercises at the end of every PRT session to gradually and safely bring the body back to its pre-exercise state.

Exercises and Drills

Preparation Drill (PD)
The purpose of the PD is to ready a Soldier for PRT activities. The PD is performed at the beginning of every PRT session in the order and at the cadence shown in the table below.

Preparation Drill (PD)	
1. Bend and Reach	5-10 repetitions, slow
2. Rear Lunge	5-10 repetitions, slow
3. High Jumper	5-10 repetitions, moderate
4. Rower	5-10 repetitions, slow
5. Squat Bender	5-10 repetitions, slow
6. Windmill	5-10 repetitions, slow
7. Forward Lunge	5-10 repetitions, slow
8. Prone Row	5-10 repetitions, slow
9. Bent-leg Body Twist	5-10 repetitions, slow
10. Push-up	5-10 repetitions, moderate

Table 3-1. Preparation Drill

Stability Training
Precise performance of 4 for the Core and the Hip Stability Drill form the foundation of good stability for physical performance.

4 for the Core (4C)

4C trains the trunk (core). During the toughening phase in BCT, 4C is performed after PD and prior to strength and mobility activities. 4C is performed in the order listed and time shown in the table below.

4 for the Core (4C)	
1. Bent Leg Raise	60 seconds
2. Side Bridge	60 seconds
3. Back Bridge	60 seconds
4. Quadraplex	60 seconds

Table 3-2. 4 for the Core

Hip Stability Drill (HSD)

The HSD trains the hip and upper thigh, developing the strength and mobility needed for stability to perform functional movements. During the toughening phase, HSD is performed after PD and prior to endurance and mobility activities.

Hip Stability Drill (HSD)	
1. Lateral Leg Raise	4-count, slow
2. Medial Leg Raise	4-count, slow
3. Bent-leg Raise	4-count, slow
4. Single-leg Tuck	4-count, slow
5. Single-leg Over	20-30 seconds

Table 3-3. Hip Stability Drill

Strength and Mobility

These activities make you stronger and get you in shape for combat. There are a variety of activities include conditioning drills, climbing drills, the guerilla drill, ability group runs, circuits, and speed runs. A list of CDs and MMDs are below, so you can learn the different exercises.

Conditioning Drill 1 (CD1)

CD 1 consists of basic and intermediate callisthenic exercises that develop foundational fitness and body management by challenging strength, endurance, and mobility through complex functional movement patterns. All CDs are performed in the order and at the cadence shown in the tables below.

Conditioning Drill 1 (CD1)	
1. Power Jump	4-count, moderate
2. V-up	4-count, moderate
3. Mountain Climber	4-count, moderate
4. Leg Tuck and Twist	4-count, moderate
5. Single-leg Push-up	4-count, moderate

Table 3-4. Conditioning Drill

Conditioning Drill 2 (CD2)

CD 2 consists of intermediate and advanced callisthenic exercises that are designed to train the total-body functionally muscular strength and endurance needed to successfully perform WTBDs.

Conditioning Drill 2 (CD2)	
1. Turn and Lunge	4-count, slow
2. Supine Bicycle	4-count, slow
3. Half Jack	4-count, moderate
4. Swimmer	4-count, slow
5. 8-count Push-up	8-count, moderate

Table 3-5. Conditioning Drill 2

Conditioning Drill 3 (CD3)

CD 3 consists of advanced callisthenic and polymeric exercises that are designed to train agility, coordination, and the lower-body muscular strength and endurance needed in combat. CD3 is conducted during AIT and OSUT Phase IV and V.

Conditioning Drill 3 (CD3)	
1. "Y" Squat	4-count, slow
2. Single-leg Dead Lift	4-count, slow
3. Side-to-side Knee Lifts	4-count, moderate
4. Front Kick Alternate Toe Touch	4-count, moderate
5. Tuck Jump	4-count, slow
6. Straddle-run Forward and Backward	8-count, moderate
7. Half-squat Laterals	4-count, moderate
8. Frog Jumps Forward and Backward	4-count, moderate
9. Alternate ¼ Turn Jump	4-count, moderate
10. Alternate-staggered Squat Jump	4-count, slow

Table 3-6. Conditioning Drill 3

Military Movement Drill 1 (MMD1

The purpose of MMD1 in the toughening phase is to enhance running form, dynamically prepare the body for more vigorous running activities, and develop motor efficiency. MMDs are performed in the order, distance and reps shown in the table below.

Military Movement Drill 1 (MMD1)	
1. Verticals	1 rep = 2x25 yards
2. Laterals	1 rep = 2x25 yards
3. Shuttle Sprint	1 rep = 3x25 yards

Table 3-7. Military Movement Drill

Military Movement Drill 2 (MMD2)

The purpose of MMD2 in the sustaining phase is to enhance running form, dynamically prepare the body for more vigorous running activities and develop motor efficiency. MMD2 is conducted during AIT and the latter OSUT phases.

Military Movement Drill 2 (MMD2)	
1. Power Skip	1 rep = 2x25 yards
2. Crossovers	1 rep = 2x25 yards
3. Crouch Run	1 rep = 3x25 yards

Table 3-8. Military Movement Drill 2

Recovery Drill (RD)

Recovery serves to gradually slow the heart rate and helps prevent pooling of the blood in the legs and feet. The purpose of the recovery drill (RD) is to develop range of motion and stability to enhance performance, control injuries, and gradually bring the body back to its pre-exercise state. To recover adequately from one PRT session to another on consecutive days, Soldiers must restore hydration and energy through proper fluid intake and nutrition. This recovery period also includes adequate rest and sleep to allow the body to adapt physiologically to the physical stresses of PRT. The RD is performed at the end of every PRT session in the order and time shown in the table below. The recovery exercises are not given in cadence. Soldiers move in and out of the starting position and exercise positions on the PRT leader's command. The seconds are *not* counted out loud.

Recovery Drill (RD)	
1. Overhead Arm Pull	Hold 20-30 seconds
2. Rear Lunge	Hold 20-30 seconds
3. Extend and Flex	Hold 20-30 seconds
4. Thigh Stretch	Hold 20-30 seconds
5. Single-leg Over	Hold 20-30 seconds

Table 3-9. Recovery Drill

Army Physical Fitness Test (APFT)

The intent of the APFT is to provide an assessment of the PRT program. Physical Fitness testing is designed to ensure that every Soldier is maintaining a high level of physical performance, regardless of Army MOS or duty assignment.

The APFT provides a measure of upper and lower body muscular endurance. It is a performance test that indicates a Soldier's ability to perform physically and handle his or her own body weight. APFT standards are adjusted for age and physiological differences between the genders.

The APFT consists of the following:

1. Push-ups
2. Sit-ups
3. 2-mile run

The events are performed in that order and on the same day. Soldiers are allowed a minimum of 10 minutes and a maximum of 20 minutes rest between events. All three events must be completed within two hours.

Soldiers in BCT must attain 50 points in each event and an overall score of 150 points to meet APFT minimum standards. Soldiers in AIT and OSUT must attain a score of at least 60 points on each event and an overall score of at least 180 points to meet APFT minimum standards. The APFT Standards tables below specify 50, 60 and 100 point values for male and female Soldiers. The maximum score a Soldier can attain on the APFT is 300 points (extended scale scoring *IS NOT* authorized). APFT results will be recorded on DA Form 705, Army Physical Fitness Scorecard. The uniform for the APFT is the IPFU ensemble.

APFT Standards (Male)									
Age	**17-21**			**22-26**			**27-31**		
	BCT	**AIT OSUT**	**Max**	**BCT**	**AIT OSUT**	**Max**	**BCT**	**AIT OSUT**	**Max**
Points	50	60	100	50	60	100	50	60	100
Push-up	35	42	71	31	40	75	30	39	77
Sit-ups	47	53	78	43	50	80	36	45	82
2-MR	16:36	15:54	13:00	17:30	16:36	13:00	17:54	17:00	13:18

Table 3-10. APFT Standards for Males

APFT Standards (Male)									
Age	**32-36**			**37-41**			**42-46**		
	BCT	**AIT OSUT**	**Max**	**BCT**	**AIT OSUT**	**Max**	**BCT**	**AIT OSUT**	**Max**
Points	50	60	100	50	60	100	50	60	100
Push-up	26	36	75	24	34	73	21	30	66
Sit-ups	34	42	76	29	38	76	22	32	72
2-MR	18:48	17:42	13:18	19:30	18:18	13:36	19:54	18:42	14:06

Table 3-11. APFT Standards for Males (cont'd)

APFT Standards (Female)									
Age	**17-21**			**22-26**			**27-31**		
	BCT	**AIT OSUT**	**Max**	**BCT**	**AIT OSUT**	**Max**	**BCT**	**AIT OSUT**	**Max**
Points	50	60	100	50	60	100	50	60	100
Push-up	13	19	42	11	17	46	10	17	50
Sit-ups	47	53	78	43	50	80	36	45	82
2-MR	19:42	18:54	15:36	20:36	19:36	15:36	21:42	20:30	15:48

Table 3-12. APFT Standards for Females

APFT Standards (Female)									
Age	**32-36**			**37-41**			**42-46**		
	BCT	**AIT OSUT**	**Max**	**BCT**	**AIT OSUT**	**Max**	**BCT**	**AIT OSUT**	**Max**
Points	50	60	100	50	60	100	50	60	100
Push-ups	9	15	45	6	13	40	6	12	37
Sit-ups	34	42	76	29	38	76	22	32	72
2-MR	23:06	21:42	15:54	24:06	22:42	17:00	25:12	23:42	17:24

Table 3-13. APFT Standards for Females (cont'd)

In addition to Army training, personal hygiene plays a crucial role in your overall physical readiness as a strong, productive Soldier. There are numerous health concerns that can arise if you do not conduct proper personal hygiene at home and in field environments.

Threat of Communicable Diseases

Communicable diseases are caused by specific infectious organisms like viruses or bacteria transmitted from one person to another. The person who is infected may feel sick and look sick, or might carry the illness without feeling or looking sick. These diseases can rapidly degrade the medical readiness of military units and their ability to carry out their mission. They can also cause significant suffering and overwhelm the military health care system.

You received vaccinations to protect you against the increased risk of these infections when you entered the Army, and you will receive additional vaccinations prior to traveling to foreign areas. Depending on the occurrence of strep in the training area, you may have received a shot of penicillin to protect you against strep. There are many communicable illnesses that do not have vaccines such as, the common cold and hepatitis C and D.

Resistance to Illness

Vaccines do part of the job; the rest is up to you. You are immune to most illnesses most of the time because of your own immune system. It continues with things you do to protect yourself, like keeping yourself and your environment clean; wearing a clean uniform appropriate for the season; and avoiding contact with persons who are ill. Also, you should always cough into your arm and clean your hands frequently to avoid spreading/receiving germs.

Immediate Threats to Your Health

Do not take chances with your health. If in doubt, get medical help. Injuries that pose a threat to your health or life are:

- Any eye injury
- Any human or animal bite that breaks the skin
- Allergic reaction to an insect bite, chemicals, or medications
- Bleeding that cannot be stopped
- Burns, including severe sunburn
- Feeling very hot and/or confused after being out in the heat
- Exposure to cold temperatures and you think you may have a cold injury

If you experience any of these, report to your drill sergeant immediately to get medical care.

Other symptoms of illnesses that can threaten your health or life include:

- Tightness, pressure, or pain in your chest that spreads to your neck, jaw, arm, or back
- Shortness of breath, or wheezing while resting
- Difficulty breathing, or the feeling of choking
- Coughing up blood
- Difficulty speaking, swallowing, or opening your mouth
- Stiff neck with fever
- Sudden loss of vision
- Very bad pain anywhere on your body
- Weakness and dizziness
- Blood in your urine or brown urine
- Vomiting up blood or what looks like coffee grounds
- Blood in your stool or black, tar-like stools
- You feel like you might hurt yourself or others
- Hip or knee injuries

If you experience any of these symptoms, report to your drill sergeant immediately to get medical care.

Bathe Daily

Regular bathing with soap and water is important for both cleanliness and personal appearance. Bathing prevents hygiene-related diseases such as scabies, ringworm, athlete's foot, skin infections, and pink eye. You should especially wash your hands, face and ears, armpits, groin, and feet. In addition to washing your skin regularly you should wash your hair at least twice a week, shave daily and, avoid sharing combs or razors with others.

Wash Hands Regularly

Normally your immune system protects you against invasion by bacteria, viruses, and parasites; however, if your hands become contaminated with these organisms and you put them up to your nose or mouth, disease germs can invade your body and cause an infection. Many aspects of basic training can make you more vulnerable to respiratory illnesses, including close contact with other Soldiers.

The physical and psychological stresses of military training can make you more vulnerable to illness. In addition, your immune system may not be ready to withstand the new organisms you are exposed to when first brought together as a group. Almost 90 percent of Soldiers get symptoms of respiratory illness at some point during basic combat training. In most cases, these illnesses are mild and trainees are able to continue training, but sometimes they progress to worse infections like pneumonia or meningitis.

By washing or sanitizing your hands you can destroy these organisms and avoid getting sick from respiratory illnesses and diarrhea. You cannot see the organisms on your hands but they can make you very ill. It takes soap and water or alcohol-based sanitizer to remove them. Washing your hands regularly is the single most important action you can take to keep from getting sick, and the most important times that hands should be washed or sanitized are:

- After using the latrine
- Before eating or handling food
- After sneezing or blowing your nose

It is important to practice good hygiene habits when you are in basic training, because it will become more difficult to wash your hands and bathe regularly when you are in the field or deployed.

Brush and Floss Your Teeth

Brush in the morning and before going to bed. Use a gentle circular motion, take about 2 minutes to do a thorough job, and brush your tongue for fresh breath. Also, floss at least once a day. Use 18 inches of floss, gently slide the floss between your teeth, and do not forget to use a different area of the floss for each space.

Care for Your Feet and Nails

Athlete's foot is caused by a fungus that lives in damp, warm, and dark areas like shower rooms, rubber boots, and old running shoes. Athlete's foot usually looks like little blisters between the toes. These can pop, causing itching and little sharp pains. Also, the skin might crack or look scaly. You can get athlete's foot from walking barefooted on unclean facilities and not washing your feet. The symptoms include itching, flaking, and cracking between toes or on bottom of feet. To prevent Athlete's foot, do the following:

- Wear shower shoes while taking showers and when walking on the floor.
- Use a towel to dry thoroughly between your toes.
- Wear clean dry socks; never wear another Soldier's socks.
- Clean the showers and latrine floors daily.
- Sprinkle foot powder in your socks to help absorb the moisture.
- Remove the inserts from your boots at night to prevent fungus from growing.

If you get athlete's foot, you need an anti-fungal solution or cream to treat it. Wear one pair of boots one day and change to your other pair the next day.

In addition to preventing Athlete's foot, you must also make sure you prevent ingrown toenails. Ingrown toenails are caused by a combination of tight shoes and trimming the toenails down to the edge of the nail. Symptoms include tenderness, swelling, sharp pain, redness, and discharge. You can prevent ingrown toenails by trimming nails straight across every two weeks (see Figure B-1). Seek medical attention for treatment, for surgery may be necessary to remove the nail from the skin.



Figure B-1. Trim Your Toenails

Prevent Blisters

Blisters are caused by friction from tight fitting shoes, breaking in new boots, and road marches. Symptoms are redness and tenderness of the skin. All blisters cannot be prevented, but they can be minimized. Wearing proper fitting boots and tight fitting, clean, dry socks free of excessive wear can prevent most blisters. Second skin (mole skin) on "hot spots," knee-high nylons, and good personal hygiene will help reduce chances of getting a blister as well.

Also, wear work gloves if working with equipment that you will be doing repetitive movements, such as raking or shoveling. Take the following measures to treat a blister:

- Wash with a mild soap and water and keep your skin clean and dry. Apply a topical anti-biotic ointment to prevent infection.
- Cover with bandage or second skin to prevent from opening.
- DO NOT purposely open a blister.
- If blister opens, treat as you would any open cut.
- Always leave the top skin of a drained blister.
- Pulling off the top layer of skin can damage the new skin underneath and cause infection.

Take Care of Yourself in Harsh Environments
In a deployed environment you will frequently not have access to hot or running water; however, it is still important to wash frequently with soap and water, paying particular attention to armpits, groin area, face, ears, hands, and feet. For example, a canteen of water can be used for a "bird bath" by pouring a small amount of water onto the cloth or hand, washing the skin, and rinsing with water poured into the hand or with a rinsed cloth. Also, use skin cleaning wipes if available.

Get Plenty of Sleep
In basic combat training, you will have the opportunity for at least 7 hours of continuous sleep per night (unless you are scheduled for duty such as fireguard or charge of quarter's runner). During field training, the length of the training day and time for sleep will vary based on training requirements; however, your commander will ensure that the schedule allows sufficient time for rest during field training. When you have the opportunity to rest or sleep, do it.

Protect Your Hearing
Survival on the battlefield could depend on your ability to hear. Hearing loss caused by noise is painless, progressive, permanent, but also preventable. To protect your hearing, insert your earplugs correctly whenever instructed to wear them. Also, do not lose your earplugs. If you do lose your earplugs, notify your Drill Sergeant immediately. Wear your earplugs to protect your hearing, for you will be glad you did.

Nutrition

Fuel the Body for Optimal Performance
As a Soldier, you are expected to achieve and maintain a high level of fitness – physical and mental. This fitness is not only achieved by your training, but also by how you fuel your body. Fueling with the wrong foods will lead to mental and physical fatigue and could play a large part in injuries and illnesses. The right kinds of food can be found in Army dining facilities and in the civilian world—optimal fueling requires a little knowledge, a little restraint, and a dedication to the Army Ethos that you have chosen.

What should you load onto your tray?
General guidelines are to have ½ of your plate full of a variety of fruits and vegetables, ¼ of your plate composed of complex carbohydrates (starches), and ¼ of your plate in the form of protein. Think in terms of the following:

Energy
Fuel your body with complex carbohydrates like whole wheat breads, pasta, and cereals; brown rice; and, potatoes. Avoid simple sugars (sucrose, high-fructose corn syrup) that may cause a rise in energy, followed by a crash. Some fat (nuts, unsaturated oils) is necessary in the diet to provide some energy and store vitamins, but limit intake.

Muscles
For strong muscles, fuel your body with lean meats like (broiled or baked) fish, turkey, or chicken; egg whites; and, skim milk.

Bones
Strengthen your bones with skim milk; low-fat chocolate or white milk; yogurt; dark green leafy vegetables; dried beans (examples include black beans or pinto beans) or, calcium-fortified juices.

Performance, Repair, and Growth
Fuel your body with a variety of fruits and vegetables to obtain the minerals and vitamins necessary for optimal performance. Choose a variety of colors (red, yellow, orange, green) to ensure a wide spectrum of nutrients. Choose high-fiber foods to help the body extend energy levels.

Cooling
In dining facilities, choose nutrient dense fluids like skim milk, fruit juices, or vegetable juices. Vegetables and fruits also contain high levels of water. Leave the energy drinks for field training. Ensure that you are consuming water throughout the day. Basic guidelines include:

- Fuel with a variety of foods.
- Practice moderation in fueling with fried foods, pastries, or high calorie "comfort" foods.
- Do NOT skip meals.
- The brain and muscles run on carbohydrates—don't starve them!
- To lose weight, decrease calories while increasing exercise and activity. Keep the proportion of nutrients the same and don't starve the body. Fuel to lose!
- To gain weight, slightly increase calorie consumption while starting a resistance training program. You want to gain muscle, not fat!

Your dining facility may use the "Go Green" system to label menu items. Use the "Go Green" system to help you identify those food and beverage choices

best suited to help you achieve your performance goals.

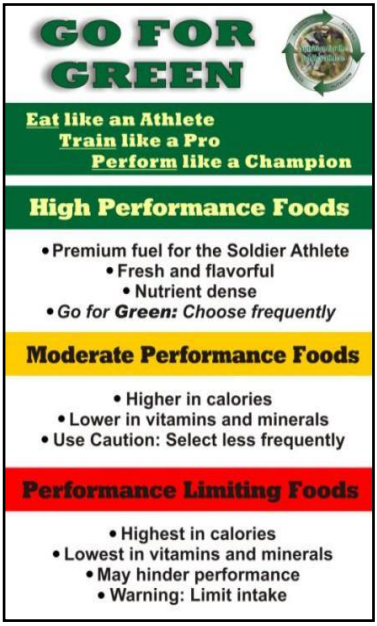


Table 3-14. Go Green System

Comprehensive Soldier Fitness

With the fast-pace, hardworking lifestyle of the Army, Soldiers must strive to be balanced, healthy, self-confident members of a team. The Comprehensive Soldier Fitness (CSF) program helps Soldiers, Families, and Army civilians to be resilient and totally fit to excel in an era of high operational tempo and persistent conflict.

Resilient Soldiers enhance Army performance and readiness. Resilience is the ability to grow and thrive in the face of challenges and bounce back from adversity. The CSF program helps to build your confidence to lead, courage to stand up for one's beliefs, and compassion to help others. Comprehensive Soldier Fitness is about maximizing your potential. The goal is to increase resilience and enhance performance by developing your five dimensions of strength:

Physical- Performing and excelling in physical activities that require aerobic fitness, endurance, strength, healthy body composition and flexibility derived through exercise, nutrition, and training.

Emotional- Approaching life's challenges in a positive, optimistic way by demonstrating self control, stamina, and good character with choices and actions.

Social- Developing and maintaining trusted, valued relationships and friendships that are personally fulfilling and foster good communication including a comfortable exchange of ideas, views, and experiences.

Spiritual- Strengthening a set of beliefs, principals, or values that sustain a person beyond Family, institutional, and societal sources of strength.

Family- Being part of a Family unit that is safe, supportive, and loving and provides the resources needed for all members to live in a healthy and secure environment.

Appendix D: Standards of Conduct

The Uniform Code of Military Justice

The Army is subject to military law and the laws of our government, and we strive to live as law-abiding Soldiers in whatever we do and wherever we go. Military discipline is founded upon self-discipline, respect for authority, and the embracing of the professional Army ethic with its supporting core values. Military discipline is developed through individual and group training to create a mental attitude that will result in proper conduct and prompt obedience to lawful military authority.

The Rules

There are three basic rules you should follow:

- Do not break any of these rules. For example, follow Army regulations and the UCMJ.
- Take responsibility for your actions.
- Keep your hands to yourself.

While military discipline is the result of effective training, it affects every aspect of military life. It is a characteristic found in individuals and units that demonstrate:

- Unit cohesion, bonding, and a spirit of teamwork.
- Smartness of appearance and action.
- Cleanliness and maintenance of dress, equipment, and quarters.
- Respect to seniors and mutual respect between senior and subordinate personnel.
- Prompt and willing execution of both the letter, and the spirit of the legal orders of their lawful commanders.
- Fairness, justice, and equity for all Soldiers, regardless of race, religion, color, gender, or national origin.

UCMJ

The UCMJ applies to active duty Soldiers 24 hours a day and 7 days a week. Anywhere you are in the world, the UCMJ applies. Even after discharge, if discharge was obtained fraudulently and after active duty status is terminated (for Reserve and National Guard Soldiers), you still fall under the UCMJ.

In other words, it is your duty to abide by the laws and regulations governed by the UCMJ, 24 hours a day, 7 days a week, for as long as you are in the Army. All persons in the military service are required to strictly obey and promptly execute the legal orders of their lawful seniors. Laws and regulations are part of everyday life. The UCMJ gives us judicial authority, which is essential to the

Army's ability in accomplishing its military mission. The UCMJ is the statute that prescribes criminal law for Soldiers.

The UCMJ authorizes non-judicial punishment by commanders and judicial punishment by courts-martial (military courts). It also provides for the punishment of strictly military offenses. Military offenses are those not common in civilian law. Examples include failure to repair, absence without leave, disrespect to NCOs and commissioned officers, and disobedience of orders.

The principle that an accused is innocent until proven guilty applies to both non-judicial punishment and courts-martial. You have the right to be informed of any charges against you, as well as the names of accusers and known witnesses.

UCMJ: Non-Judicial Punishment

Under the provisions of the UCMJ, Article 15, commanding officers may impose non-judicial punishment upon Soldiers who commit minor offenses within their units. The purpose of non-judicial punishment is to train, correct, and reform. It also promotes positive behavior changes in Soldiers without the stigma of a courts-martial conviction.

If you are the accused Soldier, you have the option of either demanding trial by courts-martial or accepting non-judicial punishment.

Once your commanding officer has passed judgment and sentenced you, if you feel the punishment awarded to you is unjust or disproportionate to the offense, you may appeal all or part of your sentence to the next higher authority. The appeal authority may set aside, decrease, suspend, or let stand any portion or the entire original sentence. However, the authority cannot in any way increase the original sentence.

Article 15 of the UCMJ is a form of non-judicial punishment that can be imposed by a commanding officer for a relatively minor offense. An Article 15 can be imposed upon any Soldier who does not demand a court-martial. There are two types of Article 15 proceedings: summarized and formal.

Article 15 Proceedings

Summarized proceedings may be used for very minor misconduct. The punishment should not exceed an oral reprimand, extra duty, restriction for 14 days, or any combination of these punishments. Formal proceedings are for a company or field grade Article 15. For a field grade Article 15, formal proceedings begin with the initial notification and end with the appeals process. The maximum punishments for a Soldier grade E4 and below by a field grade commander include a reprimand, extra duty for 45 days, restriction for 60 days, correctional custody for 30 days, loss of ½ pay per month for 2 months, grade

reduction to one or more lower grades, or a combination of any of these punishments.

Your Rights
You also have rights. You have:

- The right to remain silent. You do not have to say anything that could be used to convict you. Anything you say can be used as evidence against you.

- The right to a military lawyer, unless you wish to hire a civilian lawyer at your own expense.

- Protection against double jeopardy. If you are found innocent by courts-martial, you cannot be tried again by a court-martial for the same crime.

- The right to sentence review. Higher authority automatically reviews a conviction received in the military. The sentence cannot be increased but may be left as it is or decreased.

- The right to a speedy public trial.

- The right to call witnesses favorable to you.

- The right to an interpreter if you do not fully understand the English language.

- The right, if you are an enlisted person, to have at least one-third enlisted court members.

- The right to be tried by a military judge alone rather than by a courts-martial panel, unless the case is tried as a capital offense. If the Soldier does not elect trial by military judge, a trial with members will automatically be afforded the Soldier.

- The right to trial by courts-martial. You may refuse Article 15 punishment and demand trial by courts-martial.

UCMJ: Courts-Martial
There are three types of courts-martial: *summary*, *special*, and *general*. Trials by courts-martial are the military equivalents of trials by judges and juries. The differences among the three are based on their composition, level of authority, and severity of punishments authorized.

A *summary courts-martial* is composed of a commissioned officer on active duty with the grade of captain or above. The purpose of the summary courts-martial is to make thorough and impartial inquiries into minor offenses and to make sure that justice is done, with the interests of both the government and the accused being safeguarded.

Only enlisted personnel may be tried by summary courts-martial. Anyone subject to summary courts-martial may refuse to be tried by summary courts-martial. Whether an offense is minor depends on several factors, including the nature and circumstances of the offense. Also, the age, grade, duty assignment, record, and experience of the accused are considered. The maximum punishment that can be given by summary courts-martial to a Soldier pay grade E4 or below is—

- Confinement at hard labor for one month.
- Forfeiture of two-thirds of a month's pay for one month.
- Reduction to the lowest enlisted grade.

A *special courts-martial* consists of a military judge and not less than three panel members when required. It is held for relatively serious offenses. The maximum punishment that can be given by a special courts-martial is—

- Confinement at hard labor for one year.
- Forfeiture of two-thirds of a month's pay for one year.
- Reduction to the lowest enlisted grade.
- Some special courts-martial are empowered to rule on a Bad Conduct Discharge. This punitive discharge deprives a Soldier of many veterans' benefits.

A *general courts-martial* consists of a military judge and not less than five panel members when required. It is held for serious offenses. A general courts-martial may impose any authorized punishment including the death penalty in certain cases.

UCMJ: Punitive Articles

During IET, the UCMJ will be applied for disciplinary infractions. Some common articles that Soldier's violate are:

- *ARTICLE 83: Fraudulent Enlistment, Appointment, or Separation.*
- *ARTICLE 86: Absent Without Leave.*
- *ARTICLE 89: Disrespect toward a Superior Commissioned Officer.*

- *ARTICLE 90: Assaulting or Willfully Disobeying Superior Commissioned Officer.*
- *ARTICLE 91: Insubordinate Conduct Toward Warrant Officer, NCO, or Petty Officer.*
- *ARTICLE 92: Failure to Obey Orders.*
- *ARTICLE 107: False Official Statements.*
- *ARTICLE 115: Malingering.*
- *ARTICLE 121: Larceny and Wrongful Appropriation.*
- *ARTICLE 128: Assault.*
- *ARTICLE 134:* General Article.

UCMJ: Forms of Punishment

The following are forms of punishment that may be imposed for violations of the UCMJ. All forms of punishment are subject to restrictions specified in the UCMJ. The UCMJ provides limitations of sentences based on the following factors: the nature of the crime, the form of adjudication (non-judicial punishment or courts-martial), the position or grade of the individual assigning the punishment, and the type of courts-martial that convicted the Soldier.

For a *reprimand,* the convening authority of a courts-martial or commanding officer may punish a Soldier by censure (to condemn as wrong). A reprimand is a severe form of censure that adversely reflects upon the conduct of the person addressed. A courts-martial shall not specify the terms or wording of a reprimand. A reprimand, if approved, shall be issued, in writing, by the convening authority. A reprimand adjudged by a courts-martial is a punitive censure.

Forfeiture of pay and allowances deprives the individual accused of all or a specific amount of money to be accrued (earned in the future) as a result of service in the armed forces of the U.S. Unless a total forfeiture is adjudged, a sentence of forfeiture shall state the exact amount of money to be forfeited each month in whole dollars, and the number of months the forfeitures will last.

Paying a fine makes the accused immediately liable to the U.S. for the entire amount of money specified in the sentence. A fine may only be adjudged by a

courts-martial, and may be adjudged, instead of, or in addition to, forfeiture. However, a fine is normally used only as a sentence in cases where the accused was unjustly enriched as a result of the convicted offense.

With a reduction in pay grade, a courts-martial may sentence an enlisted member to be reduced to the lowest or any intermediate pay grade.

A restriction to specified limits deprives the accused of normal liberty privileges. The sentence will specify the physical and geographic locations in which the individual is allowed, how long the restriction shall last, and when that individual must be present at specific locations.

Hard labor without confinement is performed in addition to other regular duties and does not excuse or relieve a person from performing regular duties. Ordinarily, the immediate commander of the accused will designate the amount and character of the labor to be performed.

In regards to *confinement*, the place of confinement shall not be designated by the courts-martial. A courts-martial shall not adjudge a sentence to solitary confinement or to confinement without hard labor. The authority executing a sentence to confinement may require hard labor whether or not the words "at hard labor" are included in the sentence.

Punitive separation is when a courts-martial may not adjudge an administrative separation from the service. There are three types of punitive separation. The first type is a dismissal. Dismissal applies only to commissioned officers, commissioned warrant officers, cadets, and midshipmen and may be adjudged only by general courts-martial. Regardless of the maximum punishment specified for an offense in Part IV of the Manual for Courts Martial, a dismissal may be adjudged for any offense of which a commissioned officer, commissioned warrant officer, cadet, or midshipman has been found guilty of.

The second type of punitive separation is a dishonorable discharge. A dishonorable discharge applies only to enlisted persons and warrant officers, who are not commissioned, and may be adjudged only by general courts-martial. A dishonorable discharge should be reserved for those separated under conditions of dishonor following conviction of offenses recognized in civilian jurisdictions as felonies, or of offenses of a military nature requiring severe punishment.

Bad conduct discharge is the third punitive separation. The discharge applies only to enlisted persons and may be adjudged by a general courts-martial or by a special courts-martial that has met the requirements of R.C.M. 201(F)(2)(B). A bad-conduct discharge is less severe than a dishonorable discharge. It is designed as a punishment for bad-conduct rather than as a punishment for

serious offenses of either a civilian or military nature. It is also appropriate for an accused who has been convicted repeatedly of minor offenses and whose punitive separation appears to be necessary.

Standards and Principles of Ethical Conduct

Remember that you are now part of a culture that lives up to a higher standard. As a Soldier, you are also a member of the Executive Branch of the US government – a public servant – expected to live up to the highest ethical standards. Your actions must uphold the letter and the spirit of US laws and regulations governing ethical conduct…these are linked to the seven Army Values. As a public servant, you need to be familiar with these laws and regulations governing ethical behavior. Most of them are found at http://www.usoge.gov/laws_regs/regulations/5cfr2635.aspx and http://www.hqda.army.mil/ogc/JER%201-6.doc. The President has also issued Executive Order 12731, known as the "14 General Principles of Ethical Conduct." These principles summarize the ethics laws and regulations all Soldiers must follow, set forth below:

(1) Public service is a public trust, requiring Soldiers to place loyalty to the Constitution, the laws and ethical principles above any private gain.

(2) Soldiers will not hold financial interests that would conflict with the conscientious performance of their duty.

(3) Soldiers will not engage in financial transactions using Government information that isn't available to the general public, or allow the improper use of such information to further any private interest.

(4) All Soldiers will not, except as permitted by the Standards of Ethical Conduct, solicit or accept any gift or other item of monetary value from any person or entity seeking official action from, doing business with, or conducting activities regulated by the Army, or whose interests may be substantially affected by the performance or nonperformance of the Soldier's duties.

(5) Soldiers will always put forth honest effort in the performance of their duties.

(6) Soldiers will not knowingly make unauthorized commitments or promises of any kind appearing to bind the Government.

(7) Soldiers will not use their public office for private gain.

(8) Soldiers will act impartially and not give preferential treatment to any private organization or individual.

(9) Soldiers will protect and conserve Federal property and will not use it for other than authorized activities.

(10) Soldiers will not engage in outside employment or activities, including seeking or negotiating for employment, that conflict with official Government duties and responsibilities.

(11) Soldiers will disclose waste, fraud, abuse, and corruption to appropriate authorities.

(12) Soldiers will satisfy in good faith their obligations as citizens, including all financial obligations, especially those -- such as Federal, State, or local taxes -- that are imposed by law.

(13) Soldiers will adhere to all laws and regulations that provide equal opportunity for all Americans regardless of race, color, religion, sex, national origin, age, or handicap.

(14) Soldiers will avoid any actions creating the appearance that they are violating the law or the ethical standards set forth in the Standards of Ethical Conduct.

If you are ever confused as to what these requirements of ethical conduct mean, there are online and local resources to help you make the right ethical decisions. One way to do that is to go to the Army's Office of General Counsel (Ethics & Fiscal) link at www.hqda.army.mil/ogc/eandf.htm and click on "Ethics Links." Applying these standards and principles to a specific situation is not always easy. Your base's local legal office will have an ethics counselor for advice to help you – contact them BEFORE you act. You may also contact the TRADOC Ethics Counselor at MONR-TRADOCSJA@conus.army.mil, telephone number (757) 788-2302.

Keep in mind what it means to be a Soldier: conducting yourself at all times so as to bring credit upon you and the Nation. Follow the Army Values -- and the ethical principles above -- and you will always be right.

The Equal Opportunity (EO) program ensures an Army-wide, concentrated effort to maximize human potential and to ensure fair treatment for all persons based solely on merit, fitness, and capability in support of readiness. The EO philosophy is based on fairness, justice, and equity.

The Army's EO program emphasizes fair and equal treatment. It provides equal opportunity and treatment for military personnel, and civilian employees without regard to race, color, religion, gender, or national origin. This policy applies on and off post, extends to Soldiers, civilian employees, and Family members, and includes working, living, and recreational environments.

Complaint Process

The EO complaints processing system addresses grievances that allege unlawful discrimination or unfair treatment on the basis of race, national origin, color, gender, religious affiliation, or sexual harassment. Attempts should always be made to solve the problem at the lowest possible level within an organization.

If a complaint is submitted, it will be investigated. Those personnel found in violation of the EO Policy are subject to punishment under the UCMJ.

Within reason, Soldiers and other individuals are encouraged to attempt resolution of any complaints by confronting an alleged offender, or by informing other appropriate officials about the offensive behavior or unfair treatment. Also, individuals are responsible to advise their chain of command on the specifics of any discrimination or sexual harassment so appropriate action can be taken. Personnel must submit only legitimate complaints, and should exercise caution against frivolous or reckless allegations.

Types of EO Complaints

The Army has two types of EO complaints within its EO complaint process: informal, and formal.

An *informal complaint* is any complaint that a Soldier, Family member or DA civilian does not wish to file in writing. Informal complaints may be resolved by the complainant directly with the assistance of another unit member, the commander, or another person in the complainant's chain of command. Typically, those issues that may be taken care of informally can be resolved through discussion, problem identification, and clarification of the issues. An informal complaint is not subject to time suspense, nor is it reportable.

A *formal complaint* is one that a Soldier, Family member, or DA civilian files in writing and swears to the accuracy of the information. DA Form 7279-R, Equal Opportunity Complaint Form can be obtained at the unit or higher headquarters

level. Formal complaints require specific actions, are subject to timelines, and require documentation of actions taken.

Alternative Measures
Although handling EO complaints through the chain of command is strongly encouraged, this is not the only channel. Should a Soldier feel uncomfortable in filing a complaint with the chain of command, or should the complaint be against a member of the chain of command, there are a number of alternative agencies through which a complaint can be made. The following agencies are frequently used:

- Equal Opportunity Adviser (EOA)
- Chaplain
- Provost Marshal
- Staff Judge Advocate
- Housing Referral Office
- Inspector General
- EO Hotline

Right to appeal
If a complainant perceives an investigation failed to reveal all relevant facts, or if actions taken on their behalf are perceived as insufficient, he or she has the right to appeal to the next higher commander. The complainant may not appeal the action taken against the perpetrator, if any is taken.

Policy on Relationships between Soldiers

The Army has historically relied upon customs and traditions to define the bounds of acceptable personal relationships among its members. Soldier relationships have always been judged with reference to customs and traditions of the service.

It is difficult to predict which relationships (strong friendships, parent-child, sibling, career, and business) can create adverse affects. Therefore, the Army prohibits all unprofessional relationships that compromise the chain of command, cause partiality or unfairness, involve the improper use of grade for personal gain or are perceived to be exploitive or coercive in nature. Relationships that may create an adverse impact on discipline, authority, morale, or mission accomplishment are also prohibited.

Fraternization
The Army's fraternization policy prohibits personal relationships between officer and enlisted personnel regardless of their service. This policy applies to

different-gender relationships and same-gender relationships. Violations of the fraternization and improper relationships policy may be punished under Article 92, UCMJ, as a violation of a lawful general regulation. Categories of personal relationships include:

- Dating.
- Shared living accommodations.
- Engaging in intimate or sexual relations.
- Business enterprises.
- Commercial solicitations.
- Gambling or borrowing.

Improper Relationships

There are two major categories of illegal associations: relationships between permanent party members and IET Soldiers and relationships between IET Soldiers. Any relationship between permanent party personnel and IET Soldiers not required by the training mission is prohibited. This includes, but is not limited to, the following:

- Drinking, dancing, or gambling.
- Writing and/or receiving personal letters or emails.
- Riding in permanent party privately owned vehicles.
- Having sexual conversations, contact (kissing, hugging, caressing, fondling, handholding), or intercourse.
- Sending and/or receiving text messages or phone calls.

IET Soldiers are prohibited from having any relationship with permanent party personnel without regard to the installation assignment of the permanent party member or the trainee. For example, personnel assigned or attached to the U.S. Army Recruiting Command may not have any relationship with potential prospects, applicants, members of the Delayed Entry Program or Delayed Training Program, not required by the recruiting mission.

Unlawful associations between IET Soldiers involve any actual or attempted consensual contact or socializing between or among Soldiers who are in basic combat training (BCT) or advanced individual training (AIT). Soldiers will therefore avoid the following associations and acts:

- Consensual contact or socializing (between or among Soldiers who are in BCT or AIT) which involves handholding, embracing, caressing, kissing, touching, massaging or fondling of a sexual nature, engaging in sexual intercourse, or sodomy.

- Use of sexually explicit, suggestive, or obscene language or gestures directed towards, or with respect to another Soldier in BCT or AIT.

- Gender-based or race-based harassment or disparaging language or actions (by a Soldier or a group of Soldiers in BCT or AIT) directed towards another Soldier or group of Soldiers in BCT or AIT.

- Entry into the living quarters, latrines, or other areas designated for the exclusive use of Soldiers of the opposite sex, unless required by training mission/ official duties or for health or safety emergencies.

However, language or socializing of a non-sexual, non-harassing nature between BCT and AIT Soldiers is not illegal if the interaction is based on the esprit and enthusiasm generated by the basic training mission and the professional development associated with BCT and AIT.

Finally, there is no prohibition against IET Soldiers of the same or opposite sex talking to one another or developing friendships.

Army Sexual Harassment Policy

Sexual harassment destroys teamwork and is detrimental to combat readiness. The Army is an organization of people, and our success is based on our ability to perform in an environment of mutual respect, dignity, and fair treatment. Our Army has and continues to demonstrate its commitment to preventing and eliminating all types of harassment, based upon race, religion, color, sex, national origin, age, disability or reprisal, within the military ranks. We must be loyal to each other and that includes preventing sexual assault and reporting any violations. The categories of sexual harassment include:

- Verbal (Example: Telling sexual jokes).
- Non-verbal (Example: Blowing kisses).
- Physical Contact (Example: Touching or blocking a doorway).

Soldiers who believe they are being sexually harassed are required to help resolve the issue. One way of accomplishing this is by confronting the harasser and telling him/her that the behavior is not appreciated, not welcome, and must stop. Another way of resolving sexual harassment is to file an informal or formal complaint. Intimidation, harassment, or retaliation against those filing a complaint is not permitted.

Warning Signs

Sexual harassment is a form of gender discrimination that involves unwelcome sexual advances, requests for sexual favors, and other verbal, or physical

conduct of a sexual nature. The following conditions are signs of sexual harassment.

- When submission to or rejection of such conduct is made a term or condition of a person's job, pay, or career.

- When submission to or rejection of such conduct is used as a basis for career or employment decisions affecting that person.

- When such conduct creates an intimidating, hostile, or offensive working environment, or unreasonably interferes with an individual's work performance.

Any person in a supervisory or command position who uses or condones any form of sexual behavior to control, influence, or affect the career, pay, or job of a military member or civilian employee is engaging in sexual harassment. Drill Sergeants, AIT Platoon Sergeants or other cadre cannot even make sexual advances toward new Soldiers.

Any Soldier or civilian employee who makes deliberate or repeated unwelcome verbal comments, gestures, or physical contact of a sexual nature is engaging in sexual harassment.

The Right Response

If you are uncomfortable because of certain sexual remarks or behaviors, you should be assertive. In responding to behavior that is or may become sexual harassment, you should tell the person how you feel. Describe what you do not like. Stay focused on the behavior and its impact. Clearly state what you want in the future. Tell any potential offender, "I do not want to hear that again" or, "Do not touch me again."

If harassment continues after you have warned the harasser of their words and actions, go to your immediate superior unless that is the person doing the harassing. In that case, go to his superior. If appropriate action is not taken, you may want to go up the chain of command or to the post Equal Opportunity adviser (EOA). You can always tell a chaplain and ask for help.

Sexual harassment is only one form of discrimination. Gender discrimination and discrimination based on race, religion, color, or national origin are also against the law.

To determine if conduct falls under the category of sexual harassment, consider the following questions:

- Is the behavior sexual in nature?
- Is the behavior unwelcome?
- Does the behavior create a hostile or offensive work environment?
- Have sexual favors been demanded, requested, or suggested (especially as a condition of employment or career and job success)?

Your Options
Suggested individual actions to deal with sexual harassment include:

- Confront the harasser.
- File a complaint.
- Use an intermediary spokesperson.
- Write a letter to the harasser about the behavior and the expected resolution.
- Report the harassment to the chain of command.

Respect Everyone
We are all Soldiers. Regardless of someone's gender, sex, nationality, or race, as a U.S. Soldier who embodies Army Values, you will respect all Soldiers and have the personal courage to stand up for one another.

Rape and Sexual Assault Prevention

I. A.M. STRONG is the Army's campaign to combat sexual assaults by engaging all Soldiers in preventing sexual assaults before they occur. Grounded by our shared belief in the Army Values, we are a band of brothers and sisters, placing mission first, never accepting defeat, never quitting, and never leaving a fallen comrade. Relying on one another and sharing respect among fellow Soldiers frame who we are as a team and an Army—a team that finds sexual assault reprehensible and beyond toleration. Those who commit assaults hurt a member of our team and wound our Army. This criminal act is cowardly and damaging to the very moral fiber that gives our Army its innermost strength.

As Soldiers and proud members of our Army team, we are duty bound to ***I**ntervene*, ***A**ct*, and ***M**otivate* others to stop sexual assaults and the sexually offensive language and gestures that create an environment friendly to this abuse.

Zero Tolerance Policy
When a sexual assault occurs, it is contrary to not just our Army Values and Warrior Ethos, it is an assault on the Army way of life—a life in which it is our

duty to protect and take care of each other no matter the time, place, or circumstance. It is also a violation of UCMJ, punishable by court-martial.

The Army's policy states that sexual assault, which includes forcible rape, sodomy, and indecent assault, is a criminal offense incompatible with the Army's high standards of professionalism, discipline, and Army Values. Commanders and supervisors of perpetrators will take appropriate disciplinary action and/or administrative action.

Male and female Soldiers can commit rape. The types of rape include physical and indirect force, date/acquaintance rape, and marital rape.

Preventive Measures

Sexual assault can be prevented. As Soldiers, our core values demand that we act. There are no passive bystanders. We must protect our team members. When you see or sense the risk of sexual harassment or sexual assault, it is your duty to intervene and protect your fellow Soldiers.

By being *prepared*, *alert*, and *assertive*, you can reduce your risk of being sexually assaulted. Suggested actions to prevent becoming a victim are:

Be Assertive

- Being assertive means that you *state what you want.*
- Remember: *"No" means "No."* If you do not want to be intimate with another person, tell him or her clearly. Use a confident voice and body posture.
- Match your body language to your words - don't laugh and smile while saying "No."
- Do not just "go along" for the wrong reasons.
- Watch out for warning signs from your partner in intimate situations.

Be Prepared

- Travel with a buddy.
 - Stay in groups, for there is safety in numbers.
 - Plan your outings and avoid getting into a bad situation.
 - Stay sober. Studies indicate that about half of all U.S. sexual assaults involve the use of alcohol.
 - Never leave a drink unattended. Educate yourself about date rape drugs.
 - Walk only in lighted areas after dark.

- Keep the doors to homes, barracks, and cars locked.
- Know where the phone is located.
- Do not go anywhere alone with someone unless you know the person very well and trust him or her.

- You should be especially alert if the person you are with:
 - Ignores, interrupts, or makes fun of you.
 - Sits or stands too close to you or stares at you.
 - Has a reputation for being a "player."
 - Drinks too much or uses drugs; tries to get you to use drugs or alcohol.
 - Tries to touch or kiss you or gets into your "personal space" when you barely know him or her.
 - Wants to be alone with you before getting to know you, or pressures you to be alone together.
 - Does what he or she wants without asking what you want.
 - Gets angry or sulks if he or she doesn't get what he or she wants.
 - Pressures you to have sex, or tries to make you feel guilty for saying "no."

Be Alert

- Trust your instincts; if a place or person feels unsafe, it probably is.
- Watch for signs of trouble such as strangers in private areas or persons loitering in places where they should not be.

If you sense trouble, get to a safe place as soon as possible, attract help any way you can, and do not dress in view of a window.

Deployed Environments

Be especially prepared and alert in deployed environments. Deployed environments can present special risks for Army personnel. For instance, sleeping areas (tents, bunkers, and other buildings) may be less secure in a deployed environment. As a result, report any unauthorized males or females in sleeping areas. Also, many non-Army personnel are present in deployed unit and working areas, so be alert and aware of your surroundings. Deployed environments may have different lighting conditions and facilities than those in garrison.

When in a foreign country, different cultures may treat females differently than they are treated in the U.S.; therefore, be assertive and clearly state if you feel uncomfortable with how someone is treating you. To reduce your risk in a deployed environment, travel with a buddy.

Resilient Actions
If you are a victim:

- Go to a safe place where a phone is available.
- Call the local or military police.
- Do not shower, douche, change clothes, or straighten up the site where you were victimized.
- Go directly to a hospital or clinic and have the police notified for you.
- Call someone from your chain of command, a friend, a rape hotline, or social work services.

When assisting a victim, you should listen to what the victim has to say and sympathize. Do not ask the victim what he or she did to cause the situation to happen. Just try to support the victim in the decision and effort to report the crime, and encourage them to talk to a professional counselor.

Suicide Prevention

The loss of any American Soldier's life is a great tragedy, regardless of cause. In the case of suicide, the loss of life is especially devastating, because grieving Soldiers, Family members, and Army civilians are left wondering what more could have been done to prevent the suicide.

The first step to preventing suicide in the Army is to realize that suicide affects all of us. Just as all of us are potentially vulnerable to the negative thoughts and feelings associated with suicide, we all are capable of taking action to help a buddy in crisis. A strong and disciplined Soldier is one who steps in and takes action when needed; *always* tell your Drill Sergeant or someone in authority regardless of whether you think you are afraid of losing friendships, butting-in where you do not belong, or getting someone in trouble. Being suicide-alert takes personal courage and demonstrates loyalty to your fellow Soldiers.

Warning Signs
Threats of harming self, isolating and withdrawing from others, and making desperate remarks are important warning signs. You may think the Soldier is kidding. *Never* take these threats lightly. Notify someone in authority and do not leave the Soldier alone. Get help immediately.

Prevention
Army-wide, we are committed to provide resources for suicide awareness, prevention, intervention, and recovery in an effort to reduce suicidal behavior. As part of suicide prevention, our Army uses suicide intervention and risk assessment skills in **Ask**, **Care**, **Escort** (ACE) to train you and other Soldiers in

garrison or while deployed. The ACE model can help fellow Soldiers intervene with someone who may be at risk of suicide (see Figure C-1).

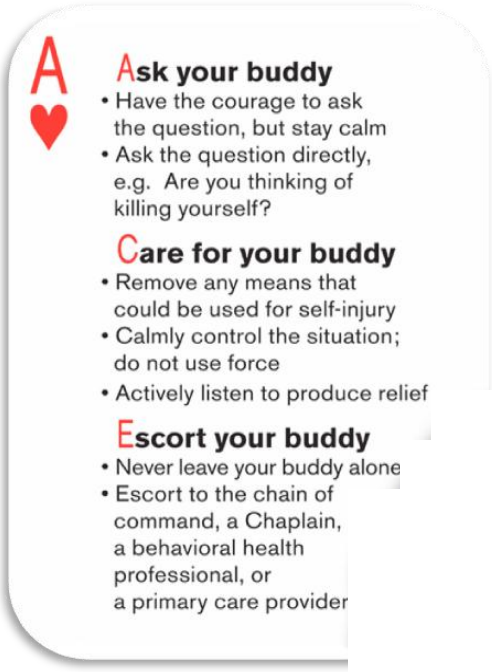


Figure C- 1. ACE Suicide Prevention Card

Composite Risk Management

Every Soldier, regardless of rank, is faced with making decisions. You will be challenged to make smart decisions about risk, decisions that will affect not only yourself, but also your team, family, and friends. The Army uses a system called Composite Risk Management (CRM) to help make those decisions. FM 5-19, *Composite Risk Management* is the Army's doctrinal manual for risk management. The Army Safety Center also has a website (https://safety.army.mil) that contains significant resources to help you learn more about CRM, reducing risk associated with being a Soldier, as well as reducing risk in your daily life. The system doesn't just apply in combat but to everything you do on or off duty. Anything that could take you or your Battle Buddy out of the fight is a risk that must be managed, whether it's a sniper's bullet or a poor decision to drink and drive. The whole goal is to preserve the

Army's ability to fight and win by keeping you safe. The Army's Composite Risk Management is a logical approach to risk-associated decision making that will help you make smart risk decisions and reduce the possibility of becoming a loss.

Composite Risk Management Process

When applied correctly, CRM can identify and control those hazards and risks that might threaten success. The process is continuous and applies to any situation or environment, on or off duty. Figure C-2 illustrates the CRM process, and you can get more information on how to use this and other charts associated with CRM on the Army Safety Center website or by speaking to your supervisor.

The following are the five principles to guide you through CRM:

- Apply CRM to every mission and activity, both on and off duty. This means combat missions and weekend tailgate parties.

- Make risk decisions at the right level. If you cannot control the risks, elevate the decision up the chain of command. Off duty, if you're not comfortable with the risk, stop and determine a different action to take or a way to reduce the risk you identified.

- Accept no unnecessary risk. Do not disable or kill yourself doing something needless or stupid. Only if there is no other rational way to accomplish the mission is charging an enemy bunker with no helmet, weapon, or plan, a good idea. What about riding a motorcycle without a helmet, or choosing to drink and drive? Are there unnecessary risks involved?

- Apply CRM cyclically and continuously. CRM is applied continuously to identify and control new or residual hazards as the situation or environment change.

- Do not be risk averse. In some cases, charging the bunker without enough ammo is necessary to prevent worse things from happening. We may have to risk our lives so that others might live. Soldiering is the business of danger, and we must be as smart and prepared as possible.

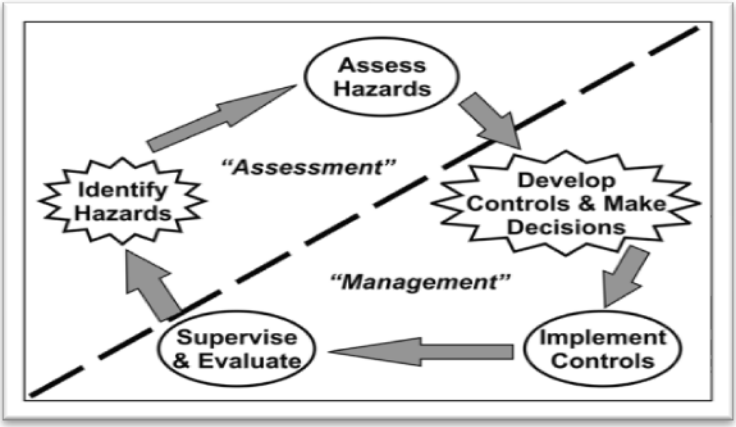


Figure C-2. Composite Risk Management Process

Five Steps of Composite Risk Management

There are five steps in the Composite Risk Management Process (Figure C-2), and each one is designed to help you assess risk in a logical manner while accomplishing the mission.

Identify Hazards

A hazard is any condition with the potential to cause injury, illness, or death of personnel, damage to or loss of equipment or property, or mission degradation. A hazard may also be a situation or event that can result in degradation of capabilities or mission failure. Hazards exist in all environments—combat operations, stability operations, base support operations, training, garrison activities, and off-duty activities. The factors of mission, enemy, terrain and weather, troops and support available, time available, and civil considerations (METT-TC) serve as a standard format for identification of hazards, on or off duty.

Assess Hazard

Hazards and risks are assessed in terms of probability and severity of adverse impact of an event or occurrence. This step considers the risk or likelihood of an event or incident adversely influencing mission capabilities, people, equipment, or property. The hazard assessment process asks these questions: "What are the odds (probability) of something going wrong, and what is the effect (severity) of the incident if it does occur?" Exercising judgment on how to eliminate or reduce hazards to lessen the overall risk is inherent in the risk assessment process.

Determine Level of Risk

Probability and severity are converted into a specified level of risk for each identified hazard. A matrix found at the Army Safety website or obtained from your supervisor can be used to help determine an assessment of probability and severity expressed in terms of a standard level of risk. The assessment is an estimate, not an absolute.

Extremely High Risk is the level of risk where the loss of ability to accomplish the mission is foreseen. The rating implies that the risk associated with a mission, activity, or event may have severe consequences beyond those associated with a specific operation or event.

High Risk is the significant degradation of mission capabilities in terms of the required mission standard, inability to accomplish all parts of the mission, or inability to complete the mission to standard if hazards occur during the mission. This implies that if a hazardous event occurs, serious consequences will occur.

Moderate Risk is when the required standard will not be met if hazards occur. If a hazardous event occurs it will only slightly impact the mission, result in only minor injury or loss, and will not affect overall readiness.

Low Risk is the risk level where the expected losses have little or no impact on accomplishing the mission. Injury, damage, or illness are not expected, or may be minor and have no long-term impact or effect.

Develop Controls and Make Risk Decisions

Controls are developed to reduce the level of risk until it is as low as possible. The risk level is now called the "Residual Risk" and risk decisions are always based on the residual risk. Considered individually, the residual risk associated with each hazard may be low, but considered collectively, sound judgment may dictate elevating the overall risk level above that of any single residual risk.

In military operations risk decisions are made at a level that corresponds to the degree of risk. For example, extremely high-risk acceptance or denial decisions are made by a general officer; high-risk decisions by brigade commander or first 06; moderate risk decisions by battalion commander or first 05; and low risk decisions by a company commander or leader at the execution level. The commander may elect to have some decisions made at lower levels of management.

Off-duty, you are responsible for making your own risk decisions so make them appropriately by recognizing when the things you are doing involve significant risk and develop controls to reduce the risk to an acceptable level.

Implement Controls
Included in this step is the action to reduce or eliminate hazards. Controls may be implemented substantially through the writing of an SOP or condensed in a short safety briefing. Controls can also be as simple as attending the mandatory Motorcycle Safety Course and wearing your Personal Protective Equipment when riding.

Supervise & Evaluate
Like other steps of the CRM process, supervision and evaluation must occur throughout all phases of any operation or activity. This continuous process provides the ability to identify weaknesses and make changes or adjustments to controls based on performance, changing situations, conditions, or events. Supervision in this sense goes beyond ensuring that people do what is expected of them. Evaluation includes constant monitoring during an operation and following up as part of after action reviews to ensure that all went according to plan. Supervision and evaluation during and after an operation aids in making adjustments to accommodate unforeseen issues and incorporating lessons learned for future use.

Never forget that Human Error accounts for 80 percent of Army ground and aviation accidents. Use the CRM, the Army Safety Center Website (https://safety.army.mil), and your Chain of Command to help you and your fellow Soldiers to Stay Alert and Stay Alive for the next fight. Always be on guard for your unit, battle buddy, and yourself.

TRICARE

The Army is dedicated to taking care of its most important assets—Soldiers and military Family members. As a Soldier, you are a strong member of the Army team, and the Army will ensure you are healthy to maintain peak performance by providing you and your love ones with quality health care.

TRICARE is the Department of Defense's medical entitlement program and utilizes military medical facilities for examinations and treatment. It also uses civilian health care providers who are a part of the TRICARE health network for referrals, consultations, and other examinations.

TRICARE is free to Soldiers but may involve some out-of-pocket expenses for Family members. The cost varies depending on the Soldier's rank and the specific TRICARE program option in which the Family member is enrolled.

Through the TRICARE program, Family members can also go to civilian health care providers if they desire. But before going to a civilian practitioner, Family members should talk to the Beneficiary Counseling and Assistance Coordinator (BCAC) at the nearest military health care facility to see if there are any out-of-pocket expenses. The BCAC will confirm your registration in DEERS, the Defense Enrollment Eligibility Reporting System, and can provide a list of doctors in your local area who will accept "TRICARE E assignment" patients.

When permissible, visit TRICARE online for more information on your military health benefits and regional health plans—*www.tricare.mil.*

SGLI

As a United States Soldier, you may encounter hostile situations while stationed abroad and in combat. The well-being of your Family is of the greatest concern to the Army.

One of the many benefits afforded Soldiers is the opportunity to purchase very low-cost life insurance. Service members' Group Life Insurance (SGLI) provides up to a maximum of $400,000. SGLI automatically covers you for this maximum amount unless you select in writing a lesser amount, in increments of $10,000. You may also decline SGLI altogether, but this decision is so important that you must also do that in writing. The payment is deducted automatically from your pay each month. Soldiers with Families almost always select coverage in the maximum amount.

Spouses and children are eligible for Family SGLI. Coverage for a spouse is automatically $100,000 unless a lesser amount, in steps of $10,000, is chosen. Each child is covered for $10,000 for free.

When permissible, visit the Service member's Life Insurance website maintained by the Department of Veterans Affairs for additional information and assistance with enrollment—*www.insurance.va.gov/sgliSite/default.htm.*

Dental Plan

In addition to life insurance and medical care, quality dental care is crucial for sustaining good health and combat readiness.

The level of dental care will vary from post to post, but it is available for all Soldiers. However, Family member care is generally not available at military dental facilities. Family members may get dental insurance through the TRICARE Dental Program, which is managed by a private firm, United Concordia. The TRICARE Dental Program (TDP) is dental insurance in which you pay a monthly fee in exchange for Family coverage. It is a voluntary, cost effective, comprehensive program offered worldwide by the Department of Defense to Family members of all active duty branches of the military, and to Selected Reserve and Individual Ready Reserve members and their Family members.

Just as is the case for TRICARE health care, Family members must be registered in DEERS to be eligible for the TRICARE Dental Program. In order to participate, the Soldier must have 12 months left on his or her service commitment at the time of enrollment, and submit an enrollment form with the first month's premium to United Concordia or enroll online using a charge card. The monthly premiums will usually be deducted from the Soldier's pay, although there are other payment options. Your Beneficiary Counseling and Assistance Coordinator (BCAC) can review this with you.

Depending on the dental procedures performed, treatment may be completely covered by the insurance, or there may be co-payments required.
In addition, there is a maximum annual amount that TRICARE will pay for any one beneficiary. Once that yearly amount is reached for the individual, all costs above the maximum must be paid for by the Family.

When permissible, contact your BCAC, who maintains a listing of participating dentists in your local area or visit online—*www.tricaredentalprogram.com.*

Leave and Earnings Statement

Your Leave and Earnings Statement (LES) is a detailed pay statement issued at the end of each month that contains nine sections. Your LES can be obtained from the official MyPay Homepage at https://mypay.dfas.mil/.

Entitlements
The entitlements column shows all of the money that you have earned, which includes the following:

- Base pay,
- Basic allowance for subsistence,
- Basic allowance for housing (BAH),
- Possible clothing allowance,
- Family separation pay,
- Any other special pay.

At the bottom of the column, you will see a total, indicating the sum of all of your entitlements for the month.

Deductions
These are the deductions taken from your entitlements

- Federal taxes
- FICA or social security
- FICA or Medicare
- SGLI (and Family SGLI if you have requested coverage)
- Dental premiums (if you have requested coverage)
- any other deductions

Mid-month pay will be listed, as it is a "deduction" from your end of month entitlements.

Allotments
Listed in this area are the allotments you have signed up for, to include insurance and dental allotments for your requested coverage.

Summary
In the last column is your end of month pay. The amount listed in the end of month block is the amount that will be deposited in your bank on payday; it equals your entitlements minus your deductions and allotments.

Leave
The leave row indicates the amount of leave accrued, earned, and used as well as the current balance, ETS balance, and use or lose balance.

Taxes
The rows labeled FED TAXES, FICA TAXES, and STATE TAXES indicate the amount of pay deducted for taxes during the year.

Pay Data
In this section, pay attention to BAQ Type (it should be with dependent, without dependent(s), depending on your situation). Make sure that the variable housing allowance zip code is correct for your or your Family member(s) location. If the rates are incorrect and you are receiving too much money, you will have to pay it back.

Thrift Savings Plan
The Thrift Savings Plan is a Federal Government-sponsored retirement savings and investment plan. It offers the same type of savings and tax benefits that many private corporations offer their employees under "401(k)" plans. If you enroll in the thrift savings plan, the rates and deductions would be listed.

Remarks
Examples listed in the remarks section are:

- Voting information,
- Pay increase announcements,
- Other announcements from the Defense Finance and Accounting Service,
- Leave dates (if you have taken any during the pay period),
- Allotment information,
- Your bank account information,
- Advance pay debt balances,
- Other information specific to your individual pay situation.

Additional Information
If you have questions or your LES is incorrect report it to your chain of command and go to your PAC for assistance.

Managing Personal Finances

It is your duty as a Soldier to fulfill all of your financial obligations and provide for your Family members. There are several key components to achieving this task. Take action to ensure you are receiving your paycheck and have financial

systems in place to meet your needs. Inquire with other individuals about the services they receive and make educated financial decisions.

MyPay

Soldiers can review and print their leave and earnings statement, thrift savings plan investments, savings deposit program Statement, allotments, savings bonds purchases, and direct deposit amounts at https://mypay.dfas.mil/mypay.aspx. Ensure you visit the official military web site only.

Sure-Pay Program

The Army requires all Soldiers to enroll in the sure-pay program. This means that you must have your paycheck deposited directly to a checking or savings account. If you close or change this account, you must ensure that you go to your local PAC and fill out the proper forms to update your Sure-Pay data.

The Army will pay you once per month on the first of each month, or twice per month on the 1st and the 15th -your choice based on your budget requirements. You must carefully review your monthly leave and earning statement to ensure that your pay is being deposited properly and you are receiving all of the benefits (Base Pay, BAH, etc.) that you are entitled to.

Bank Deposit Account

There are some key items to consider when choosing the financial institution at which you will keep your direct deposit account.

First, inquire if there is a monthly service charge for maintaining a checking account. Numerous institutions offer free checking, as long as you have set up Sure-Pay. Then, inquire if there a charge for using ATMs. Cash withdrawal charges can be expensive, and often banks do not charge ATM fees at local branches. Ask yourself, "Does the bank have branches available throughout the U.S.?" Third, as the Army requires frequent moves, it is important to consider a bank that provides service at numerous military installations where you could be stationed. Lastly, while a local bank may be your best option, you may have to change accounts when you make a permanent change of station move.

Check Writing

Managing your checkbook will be a critical factor in properly administering your personal finances. You must pay close attention to each transaction to ensure you always know your checking account balance; this ensures you have sufficient funds in the account and do not write a fraudulent check.

There are several consequences for writing a bad check. First of all, your bank and the institution to which the check was written may each assess a service charge often as much as $30 each or more if they use a percentage system based on the amount of your check.

In addition to service charges, your reputation and credit rating will be damaged, making it difficult (and more costly) to purchase a car, home, or other items requiring a loan. Also, you could lose check-writing privileges on post, and if you bounce a check on post, your commander and 1SG will receive notification, and you may be reprimanded or punished.

Eaglecash Stored Value Card

The stored value card reduces cash/check operations for initial trainee advance. The card can be used at the Army and Air Force Exchange Service sites (barber shops, clothing sales, and Post Exchange facilities). Any remaining value at expiration is returned to the Soldier; however, spending the full amount prior to completion of training is encouraged. Advance amounts are $300 for males and $300 for females. The Value Card will expire 45 days from initial issue to Soldiers at the Reception Battalion.



Figure D- 1. Eaglecash Stored Value Card

Chaplains

The chaplain is responsible for providing spiritual support to every Soldier in the unit. Although chaplains are part of a particular denomination, their mission is to ensure the spiritual needs of every Soldier are met. Each battalion in the Army has its own Chaplain (normally a CPT). The chaplains and their assistants form the Unit's Ministry Team.

Chaplains hold weekly services (while in garrison and in the field), are available for individual counseling, and are one of the few members of the military who retain the privilege of confidentiality. The chaplain also plays a key role in helping promote programs, such as suicide prevention.

In the IET environment, they are of particular value in helping Soldiers succeed under difficult and stressful conditions. They assist the commander in teaching,

displaying, and instilling the Army Values, and in maintaining high morale within the unit.

Each of the following levels of the Army organization has its own chaplain. Chaplain grades at the brigade level would be a MAJ or LTC; the division level a LTC, and the installation a COL. The Army Chief of Chaplains is a Major General.

Appendix F: Learning

Learning is a part of life and a major part of why our Army is so successful. Learning and training hard should be a priority as a Soldier, for a well-trained and educated Soldier helps the Army succeed in full spectrum operations. Being proficient in basic Soldier skills and your MOS is just the beginning to the continual learning process in your Army career. You must also take the initiative to learn as an individual. In a fast-paced, technological world of Army operations, you must strive to improve not just physically, emotionally, and spiritually, but also mentally. You will fight adaptive enemies—out think them.

Figure out how you learn best, so you can learn effectively. For instance, if you do not understand something, ask questions. You will need to know specific skills in combat, so learn all you can to master these skills. If you are a visual, auditory, or hands-on learner, use your strengths to obtain the mental intangibles, attributes, and skills needed to strengthen your Soldier development. You will gain these intangibles—such as confidence, initiative, and accountability—through Army training, but you also need to reinforce your education by taking ownership of learning. Also, be outcome focused, not process-driven. For example, set goals in your Army training and education to ensure you are constantly learning and mentally advancing over time.

As a Soldier, you must be able to perform the fundamental warrior skills as well as teamwork, problem-solving, adaptability, and other essential Soldier skills. You also need interpersonal skills to overcome obstacles you may encounter during deployments or in your personal life such as effective communication, cultural competence, and collaboration among other attributes. You are accountable for your learning—seek knowledge. Knowledge will help you be a better Soldier and enable the Army to accomplish its mission.

Appendix G
Soldier's Notes

ACE	Ask, Care, Escort
ACU	Army Combat Uniform
AIT	Advanced Individual Training
APFT	Army Physical Fitness Test
AR	Army Regulation
ARM	Advanced Rifle Marksmanship
ARNG	Army National Guard
BCAC	Beneficiary Counseling and Assistance Coordinator
BCT	Basic Combat Training
BRM	Basic Rifle Marksmanship
CBRN	Chemical, Biological, Radiological, and Nuclear
CD	Conditioning Drill
CLS	Combat Lifesaver
CRM	Composite Risk Management
CSF	Comprehensive Soldier Fitness
DEERS	Defense Enrollment Eligibility Reporting System
DS	Drill Sergeant
EH	Explosive Hazard
EO	Equal Opportunity
FM	Field Manual
FTX	Field Training Exercise
HSD	Hip Stability Drill
ID	Identification
IED	Improvised Explosive Device
IET	Initial Entry Training
IPFU	Improved Physical Fitness Uniform
LDRSHIP	Loyalty, Duty, Respect, Selfless Service, Honor, Integrity, and Personal Courage
LES	Leave and Earnings Statement
MEDEVAC	Medical Evacuation
MMD	Military Movement Drill
MOS	Military Occupational Specialty
NCO	Noncommissioned Officer
OSUT	One-Station-Unit-Training
PD	Preparation Drill
POW	Prisoner of War
PRT	Physical Readiness Training
PSG	Platoon Sergeant
PT	Physical Training
RC	Reserve Component
RD	Recovery Drill

SGLI	Servicemember's Life Insurance
SITREP	Situation Report
SL	Squad Leader
UCMJ	Uniform Code of Military Justice
USAR	United States Army Reserve
WTBDs	Warrior Tasks and Battle Drills

A

Advanced Individual Training - a training course where Soldiers learn skills in a specific military occupational specialty

AIT Platoon Sergeant- a highly educated AIT instructor who teaches Soldiers skills in a specific military occupational specialty

Army Good Conduct Medal- a medal for recognized enlisted women and men who have served with exemplary behavior, efficiency, and fidelity in active Federal military service

Army Values- values that characterize the Army's professionalism and culture, and describe the ethical standards expected of all Soldiers

B

Base- the element around which a movement is planned or regulated

Basic Combat Training- a training course that transforms civilians into Soldiers

Buddy Team- two Soldiers in the same unit who look after each other at all times

Bugle Call- the musical signal that announces scheduled and certain non-scheduled events on an Army installation

C

Cadence- a uniform rhythm or number of steps or counts per minute

Chaplain- a spiritual support officer to every Soldier

Code of Conduct- guidance on how a Soldier must conduct him or herself if captured by the enemy

Commissioned Officer- an officer who is commissioned into the U.S. Army; leaders with the authority to command Soldiers

Composite Risk Management- a decision-making process used to identify and eliminate or reduce risks associated with *all* hazards that have the potential to injure or kill personnel, damage or destroy equipment, or otherwise impact mission effectiveness

Conditioning Drill- a strength and mobility activity that helps Soldiers improve their functional strength, postural alignment, and body mechanics as the exercises relate to the quality performance of Warrior Tasks and Battle Drills

D

Distance- the space between elements that are one behind the other; the distance between individuals is an arm's length, plus 6 inches, or approximately 36 inches measured from the chest of one Soldier to the back of the Soldier immediately to his front

Distinguished Service Cross- a medal awarded to a person who, while serving in any capacity with the Army, distinguishes himself or herself by extraordinary heroism not justifying the award of a Medal of Honor

Double Time- a cadence of 180 counts (steps per minute)

Drill Command- an oral order given by a commander or leader, usually in two parts; the preparatory command states the movement to be carried out and gets you ready to execute the order; the command of execution tells when the movement is to be carried out

Drill Sergeant- a highly educated, qualified noncommissioned officer and the primary instructor in IET who transform civilians into Soldiers

Duty- to fulfill your obligations

E

Element- an individual, squad, section, platoon, company, or larger unit formed as part of the next higher unit

Equal Opportunity- equal treatment for military personnel, and civilian employees without regard to race, color, religion, gender, or national origin

F

File- a column that has a front of one element

Formal Complaint- an EO complaint in which a Soldier, Family member, or DA civilian files in writing and swears to the accuracy of the information

Formation- an arrangement of the unit's elements in a prescribed manner such as a line formation in which the elements are side-by-side, and column formation in which the elements are one behind the other

Fraternization- personal relationships between officer and enlisted personnel regardless of their service; same-gender relationships; relationships between permanent party members and IET Soldiers; relationships between IET Soldiers; violations punishable under UCMJ

Fratricide- a Soldier killing another Soldier; friendly forces killing other friendly forces; a crime and/or accidental occurrence during war

Front- a space from one side to the other side of a formation, and includes the right and left elements

G

General Courts-Martial- a courts-martial that consists of a military judge and not less than five panel members when required; held for serious offenses

Guide- the person responsible for maintaining the prescribed direction and rate of march

H

Head- a column's leading element

Honor- to live up to the Army Values

I

Informal Complaint- any EO complaint that a Soldier, Family member or DA civilian does not wish to file in writing

Integrity- to do what is right, legally and morally

Interval- the space between side-by-side elements

L

Leave and Earnings Statement- a detailed pay statement issued at the end of each month to military service members, retirees, and DA civilians; statement contains nine sections related to military earnings and leave

Loyalty- to bear true faith and allegiance to the U.S. Constitution, the Army, your unit, and other Soldiers

M

Marksmanship Badge- a badge awarded to individuals who qualify, because they have demonstrated some special proficiency or skill; a badge worn to indicate the individual's prowess with specific weapons, pistols, and/or rifles and during specified competitions, matches, or practice exercises

Medal- Commemorative, campaign, and service medals are issued to Soldiers who take part in particular campaigns or periods of service for which a medal is authorized

Medal of Honor- the highest and most rarely awarded decoration conferred by the U.S. The medal is awarded for conspicuous gallantry and intrepidity at the risk of his or her life above and beyond the call of duty while engaged in an action against an enemy of the U.S.

Military Time- a time table based on the 24-hour clock system

N

Noncommissioned Officer- a senior enlisted Soldier and leader

O

Oath of Enlistment- the oath Soldiers make to officially enlist into the U. S. Army; the oath to support and defend the United States of America and the U.S. Constitution

One-Station-Unit-Training- basic combat training and advanced individual training combined into one course

P

Personal Courage- to face and overcome fear, danger or adversity (physical or moral)

Pledge of Allegiance- the pledge of loyalty to the American Flag and to the United States of America

Post- the correct place for an officer or NCO to stand in a prescribed formation

Punitive Separation- when a courts-martial may not adjudge an administrative separation from the service

Purple Heart- a medal awarded to persons serving in any capacity as a member of the U.S. Armed Forces who are killed or wounded (requiring treatment by a medical officer) in any action against enemies of the U.S.

Q

Quick Time- a cadence of 120 counts (steps per minute)

R

Rank- a line that is only one element in depth

Respect- to treat people as they should be treated

S

Selfless Service- to put the welfare of the Nation, the Army, and your subordinates before your own

Service member's Group Life Insurance- military life insurance

Sexual Assault- forcible rape, sodomy, and indecent assault; a criminal offense

Sexual Harassment- a form of gender discrimination that involves unwelcome sexual advances, requests for sexual favors, and other verbal, or physical conduct of a sexual nature

Soldier- a highly dedicated, uniformed member of the U.S. Army who stands ready to defend the United States from its enemies

Soldierization- an extensive five-phase training program in Initial Entry Training

Special Courts-Martial- a courts-martial that consists of a military judge and not less than three panel members when required. It is held for relatively serious offenses

Summary Courts-Martial- a courts-martial composed of a commissioned officer on active duty with the grade of captain or above. The purpose of the summary courts-martial is to make thorough and impartial inquiries into minor offenses and to make sure that justice is done, with the interests of both the government and the accused being safeguarded

T

Thrift Savings Plan- a Federal Government-sponsored retirement savings and investment plan

TRICARE- the Department of Defense's medical entitlement program; utilizes military medical facilities for examinations and treatment

U

Uniform Code of Military Justice- the statute that prescribes criminal law for Soldiers

W

Warrant Officer- a technical expert, combat leader, trainer, and advisor skilled in a specific technical specialty

Warrior Tasks and Battle Drills- the critical skills Soldiers are taught in Initial Entry Training; skills Soldiers train on and use throughout their Army career

Information Websites for Family Members

The Army recognizes the important role that spouses and Family members play in supporting Soldiers and in keeping our Army communities strong. Each Army installation has its own website that is full of useful information for your Family and can be found by searching for the name of the installation on the internet. Be sure to look for the official site indicated by the ending "army.mil" in the web address. We have provided you with a few useful websites to vital information sources throughout this Blue Book and additional sources are located below.

It is extremely important to you and the Army that we link your Family members with resources to help integrate them into the Army lifestyle. Use these websites and the others embedded in this book as you progress through your career from Basic Combat Training to Advanced Individual Training, and on to your first unit of assignment. They will provide a wide variety of information to your Family and help them progress with you throughout your Army career.

- Start here with the "Army Family and New Spouse Orientation" video.
 http://vimeo.com/9936630

- My Army One-Source answers hundreds of Family-related questions.
 http://www.myarmyonesource.com or **www.militaryonesource.com**

- Army Knowledge On-Line (AKO) will allow you to sponsor your spouse with an AKO account similar to yours.
 https://www.us.army.mil

- Deputy Commanding General for Initial Military Training Knowledge Center requires an AKO account to log-in and provides information about your training and resources available to you and your Family.
 https://www.us.army.mil/suite/page/630102

- Civilian Personnel On-line is where your spouse can look for and apply for a job with the Army at any Army installation and the Army gives spouses an employment preference.
 http://acpol.army.mil/employment/

- Family members new to Army life can find answers to their questions regarding Army benefits.
 http://myarmybenefits.us.army.mil

- Contact the Red Cross to notify a Soldier of a Family emergency and/or search for your local Red Cross representative.
 www.redcross.org

- The official TRICARE web site is where you and your Family members can find information on military healthcare coverage.
 www.tricare.mil

- Visit the Dental Program online for local dentists in your area and information regarding dental care.
 www.tricaredentalprogram.com

- Your LES and other pay information can be obtained from the official MyPay Homepage.
 https://mypay.dfas.mil/

These are just a few of the websites available to you, and they will ensure you find answers to all your military Family's questions.